JULY 1, 1940



TWENTY CENTS

Sales Sales Sales Management Management

Why So Much Western Merchandise Is Now Being Featured in Eastern Markets

Sales Policies that Put Kleen - Stik in Coast - to - Coast Markets in 5 Years

Chicago Druggists Vote on the Brands They Like to Sell Most — and Least

What Elgin Watch Co. Is Doing to Level out a "Camel's Back" Sales Curve

🖈 Significant Trends — Advertising Campaigns — Designing to Sell — Tips

E MAGAZINE OF MODERN MARKETING



...THE DETROIT BUSINESS CURVE AND DETROIT NEWS CIRCULATION

As of June 1, 1940, compared with June, 1939, Detroit shows the greatest business gain of any city its size, or larger, in the entire United States—according to Sales Management's rating for "High-Spot-Cities."

Add to this the fact that Detroit's automobile production and sales, factory employment and industrial payrolls are near a ten-year peak—and you have a good idea of the fertility of this market. And as this Nation moves to secure its defenses, all eyes are trained on Detroit where untold millions of dollars will be spent.

Detroit's industrial indices have moved up, sensationally, yet The Detroit News has more than kept pace. Circulation figures are soaring—with week-day circulation reaching an all-time high!

Moreover, The News' week-day trading-area circulation is *80.5% home-delivered by exclusive Detroit News carriers. Every newspaper so delivered gets an assured multiple reader audience. Wise advertisers know well the value of home circulation—and in Detroit it is doubly important for this is a city of homes. Only 12% of the people of Detroit live in apartments.

Today The Detroit News gives you access to more homes than any other newspaper in Michigan. In fact, The News has the largest A.B.C. recognized homedelivered circulation in America.

Detroit is America's largest top market; The Detroit News is its recognized advertising medium.

RECORD-BREAKING CIRCULATION

348,062—1940 May average net paid circulation WEEK-DAYS 404,392—1940 May average net paid circulation SUNDAYS

The Detroit News

THE HOME NEWSPAPER

New York: 1. A. KLEIN, INC.

Chicago: J. E. LUTZ

The DALLAS News

... the only U.S.A. daily except the N.Y. Times with a regular STAFF CORRESPONDENT

"in MEXICO CITY



CURTIS VINSON Interviews Mexico

Vinson's interviews with Diego Rivera, internationally famous Mexican mural artist, beginning early last November in The Dallas News, quickly attracted the interest of the Dies Committee and the American people.

However, Dallas News Bureau service to Texas from the Mexican capital has not been confined to foreign subversive activities. It was largely due to Correspondent Vinson's tireless efforts that permission was won from the Mexican Government last autumn to send Mexico's great musical organization, the Tipica Orchestra, to the State Fair of Texas at Dallas. The Tipica Orchestra was the "hit" of the 1939 Fair which broke all attendance records.

The "Why" Behind Newspaper Leadership

A newspaper's power among its people can be bought only with service. The only values that matter are *news* and *interest* values.

That's why The Dallas News, among a host of other services to its readers, maintains its own Staff Correspondent at Mexico City.

Curtis Vinson sent to this country its first and most revealing reports of subversive activities South of the Border. To him the Nazi-Communist double-dealings are an open book; oil expropriations developments are his daily routine; the sinister shadows of the impending election becloud him not a bit. Readers of the Dallas News know what is going on in Mexico.

But Vinson is only one of The News' Staff of Stars. There are a score or more of others—each a leader and authority in his field—all together forming one of the outstanding newspaper organizations of the country.

Sell the Readers of The News and You Have Sold Texas' Major Market

The Dallas Morning News

John B. Woodward, Inc., Representatives

Member, Basic Newspaper Group, Inc.

Associates: Semi-Weekly Farm News, The Texas Almanac, Radio Station WFAA (50,000 Watts)

JULY 1, 1940

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Public Relations Clinic

The name of Edward L. Bernays is almost as well known in the business world as some of the big companies he serves in the capacity of public relations counsel. And that's saying a great deal, for among them are included Procter & Gamble, A. G. Spalding & Bros. and others of similar calibre.

A leader in the field of molding public opinion, Mr. Bernays practices the same brand of noblesse oblige he advocates for his leaders-of-industry clients. Just as he recommends that a large manufacturing concern maintain a research laboratory not merely in its own interest but in that of the public as well, he himself conducts a Public Relations Clinic at which he dispenses free advice to individuals and representatives of small organizations. His wife and partner, Doris E. Fleischman, works with him in these clinics.

The clinic was started about 12 years ago, more or less in self-defense. For years Mr. Bernays had been accepting as a matter of course countless daily interruptions—visits by individuals of all walks of life, all asking advice. Because he really likes people and enjoys helping them to solve their problems, he rarely refused an interview. But after the publication of a book he wrote on careers, callers came in such numbers that they seriously interfered with his own career. So he and Miss Fleischman began the custom of holding Thursday afternoon clinics, when all and sundry might seek his counsel. The rest of the week was reserved for regular business.

Acting as a sort of business psychologist, Mr. Bernays hears many a strange story in the course of the Thursday clinics. On a recent afternoon, for instance, there was a man who had started a neighborhood movement in his suburb which had almost overnight grown to nationwide importance; he didn't know what to do about it. Mr. Bernays told him.

Next came a man who called himself a "military economist." His ambition was to become a consultant to the heads of businesses, telling them how the war affects them in such matters as opening up or closing markets, changing methods of distribution, and so on. Then there was a man who had an assignment to write a book, on which he had received a small down payment, but not enough to live on until the book could be completed.

Many requests are from institutions, both charitable and self-supporting, which need to improve their relations with the public but cannot afford to pay for proper guidance.

The largest proportion of callers want jobs or advice on how to market their abilities. For example, there's the artist who paints well—but has no idea how to make a living at it. Then there's the writer who strings words together skillfully, but does not know how to market that talent. To these—and, in fact, to all who want jobs—he suggests self-analysis and market research, which are as necessary for the individual as they are to the big company seeking a market for its products.

Realizing that Mr. Bernays can and does collect a pretty penny

for his counsel, the SM reporter asked him why he was willing to give up so much time to the clinic, without thought of financial reward. He answered that it does pay dividends. For one thing, it gives him insight into human nature, a cross-section of peculiarly earnest human nature. And insight into human nature is an important part of his stock in trade. Moreover, he feels that since his profession has done well by him, he owes it this service to those who cannot pay—just as doctors and lawyers contribute their services gratis to those who need them. Besides, there's satisfaction in helping people with their business and career problems. Many come back to report progress. One man obtained a \$100-a-week job on the strength of Mr. Bernay's advice. Of course, there are repeaters. And some only want a sympathetic listener, turning a deaf ear to constructive suggestions. By and large, though, the clinic is fun for Mr. Bernays and Miss Fleischman.

Naturally, there are some nuts too hard to crack. For example, they had no solution to offer the publisher of a success magazine about to go on the rocks. It later folded.

Come to think of it, all of us—individuals as well as business—have our public relations problems. Whether it be as simple as determining the best angle to wear your hat, or as complicated as overcoming the impression that you married your wife for her money, its solution may play a part in controlling your destiny.

WU Woos Safety

About 9,000 of Western Union's 12,000 messengers ride bicycles in the performance of their duties, picking up and defivering some 150,000,000 telegrams each year. Yet you rarely hear that a WU boy, awheel or afoot, has been involved in a traffic accident.

There's a reason—the company's safety program, which has achieved a 40% reduction in the accident-frequency rate within the last five years.

The program includes a safety contest, with cash awards for both messengers and supervisors of offices with the best safety records. It includes testing an applicant's ability to ride safely; daily inspection of bicycles by supervisors; tests and quizzes to ensure that messengers are familiar with the safety rules in the "Manual for Messengers" and with local traffic ordinances; and education through posters and contests.

Upon entering the employ of the company, each messenger must sign a safety pledge agreeing to abide by both company rules and local traffic regulations. The boys' conduct, while out on their routes, is regularly observed. The cooperation of local safety enforcement agencies, in cautioning boys who disregard safety regulations, is encouraged. An outgrowth of the program is the "Kangaroo Court," conducted by the messengers them-



Western Union boys get their safety "do's and don't" in such aimiable cartoon posters as this.

SALES MANAGEMENT, published semi-monthly on the first and fifteenth, except in April and October, when it is published three times a month and dated the first, tenih and twentieth; copyright July 1, 1940, by Sales Management, Inc., 420 Lexington Arenne. New York, N. Y. Subscription price \$4.00 a year in advance. Entered as second class matter June 1, 1928, at the Post Office, N. Y., under the act of March 3, 1879. July 1, 1940. Volume 47. No. 1.



Retail Dairy Advertisers

Helping to sell milk, butter, and eggs for 505 dairies is certainly a big job... but that's what The Christian Science Monitor is doing! 505 dairies are using its advertising columns. Located in hundreds of cities, they include many of the country's leading dairies. A few of their names are shown above.

"We have observed carefully the real attention our advertising gets and believe the Monitor to be a very sound medium for our product," writes one of the largest dairies in the United States, for 10 years a Monitor advertiser.

A newspaper that can produce sales for 505 dairies and over 20,000 other retailers has definite value for the maker of automobiles, shoes, or canned goods. The reader-responsiveness which makes advertising in the Monitor so resultful for the retailer is ready to work for you.



THE CHRISTIAN SCIENCE MONITOR

A DAILY NEWSPAPER FOR ALL THE FAMILY

Published by The Christian Science Publishing Society, One, Norway Street, Boston, Massachusetts

NEW YORK OFFICE: 500 FIFTH AVENUE

OTHER BRANCH OFFICES: Chicago, Detroit, Miami, St. Louis, Kansas City, San Francisco, Los Angeles, Seattle London, Paris, Geneva, Sydney

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a Whale of a Story..

Chronicle's Daily Total Circulation jumped from 100,788 to 111,912... an increase of 11,124 families! This gain is 45% greater than Houston's second newspaper and 629% greater than Houston's third newspaper! That's a whale of a good story for advertisers who want to increase their sales in the Houston market!

Although Houston is the largest city in Texas . . . the second largest city in the South . . . and one of the fastest growing cities in the United States, The Houston Chronicle today gives you a greater percentage of coverage of this market than at any previous time.

Houston is the South's best market . . . because it is the South's richest market. Houston is First in the South in:

Total Effective Buying Income; Per Cent of National Buying Power; Major City Income Tax Returns Per 1000 People; Building Construction; New Car Sales; Number of \$1500 Preferred Families; Average Business Wage Ratio to U. S. A.

This is convincing proof of the value of the Houston market.



The Houston Chronicle ALONE is all you need to do your selling job in this market.

To Sell Houston --- Buy Chronicle
THE HOUSTON CHRONICLE

R. W. McCarthy
National Advertising Mgr.

The Branham Company
National Representatives

selves, who, upon conviction of fellow-messengers brought before the Court for unsafe conduct, issue admonitions and impose minor fines.

After having tried several competitive safety plans, the company inaugurated a cash award plan four years ago. It has proved to be an effective method of stimulating and maintaining interest in safety, and it serves as an excellent supplement to the direct program. Each year cash awards amounting to \$7,500 are distributed, in quarterly prizes, to messengers with "safe" records. Cash prizes are also awarded annually to messenger supervisors in those cities with the best records and the highest percentages of reduction in accident-frequency.

Figures for 1939 have just been compiled. They might be interpreted as justifying the legend that Southerners "make haste slowly," for the South earns top honors in safety records for the year. In Group A, comprising the 27 largest cities of the U. S., the WU office at Dallas won first prize, having suffered no "lost-time" accidents, and very few minor ones. New Orleans, which had won first prize in 1938, tied Kansas City for second place in 1939. Houston, then Baltimore, were next.

In a group of 45 smaller, or "Group B" cities, five offices, Fort Worth, St. Paul, Syracuse, Amarillo and Galveston, completed the year with perfect safety records, no accidents of any type. Duplicate awards are going to staffs in those cities.

In addition to cash prizes, a bronze plaque is awarded each year to the Group A city with the best safety record. At the end of ten years the city with the most legs on the trophy will gain permanent possession. The plaque is now in Dallas, but Minneapolis has three legs on it.



Even so simple a mechanism as a bike can have a lot of things wrong with it. WU shows its messengers how to keep their's in safe condition.

When a boy joins the Western Union force he usually has a bicycle. If he has none, he may, if he wishes, buy one from the company, which makes the vehicles and certain accessories available for resale to the boys on an installment plan. He's sure of getting his money's worth, for both bicycles and accessories are tested by WU, for performance, durability and safety.

Illustrated posters, showing "safe" and "unsafe" conduct, are also distributed to local offices, for display in messengers' quarters. Messengers and other employes are encouraged to submit poster ideas. Cash awards are given for those used.

Despite the daily use of bicyles in the performance of their duties, WU messengers are likely to be enthusiastic cyclists during their leisure hours. It is not unusual for one to go on a bicycle tour during his vacation. Many belong to cycling clubs and ride for pleasure when not on duty.

Some odd requests for "messenger service" are received by Western Union offices. This one, from a young woman in New York, caused no surprise: "Send me a messenger—a big one, with a bicycle." A husky, well-fed person, she wanted to learn to ride before starting on a trip to Bermuda, and she knew her trainer would have to "be able to take it." After a work-out on the Cycle Path in Central Park, she was able to ride a two-wheeler without assistance, and she departed for Bermuda in high spirits.



WHICH PAPERS DO THEY RECOMMEND?

"SOMETHING HAS HAPPENED IN PITTSBURGH"

In 1939 and in the first 5 months of 1940 . . .

THE BIG FOUR

44%

of their EVENING LINAGE

SUN-TELEGRAPH

Any group placing such a great bulk of the copy—appealing to every income bracket—and checking results day after day—simply can't be wrong!

That's why you can't go wrong, in Pittsburgh, if you Follow The Big Four—the four classifications in Media Records, composed of all Department Stores, Food Stores, Drug Stores, and Furniture Stores.

They not only place the most linage, but do the most business—for they get 67c out of every retail dollar** in the whole county!

Last year—and the first 5 months this year—The Big Four placed 80% of all their daily linage in Pittsburgh's two evening papers.

They've found this combination gives more coverage with more unduplicated circulation—at a lower combined rate—and produces more sales at higher profits. What more could anyone ask?

*Media Records, Inc., 1939

**U. S. Dept. Commerce 1935 Retail Sales (minus automotive)

SELLING THE FAMILY

Pittsburgh Sun-Telegraph

REPRESENTED NATIONALLY BY THE RODNEY E. BOONE ORGANIZATION

PITTSBURGH . NEW YORK . CHICAGO . DETROIT . PHILADELPHIA . BOSTON . SAN FRANCISCO . LOS ANGELES . BALTIMORE . SEATTLE

ADVERTISING IS THE CONSUMER'S GUARANTEE OF MERIT

Sales Management

VOL. 47, NO. 1

JULY 1, 1940

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Notes from the Managing Editor's Desk

In the leading article in this issue, SALES MANAGEMENT reports on the development of Los Angeles as a buying center In an early issue a similar analysis of the buying set-up in Chicago will be presented. These articles are of special importance to manufacturers selling consumer goods through chains, variety stores, and department stores.

Coming August 1: A new survey on test markets.

On the docket for various Fall issues: Two more articles on how to hold effective sales meetings . . . a hatful of ideas about how to put punch and showmanship into business lunches and dinners . . . articles on demonstrations, sampling, premiums.

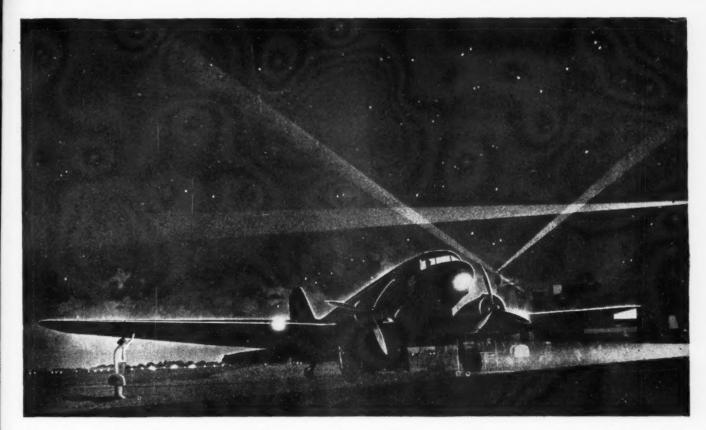
A number of years ago executives of the Williamson Heater Co., Cincinnati, heard about the "multiple management" plan in operation at McCormick & Co., Baltimore. They decided to adopt the plan for the operation of their own business. The amazing results they have achieved through it will be reported for SALES MANAGEMENT readers in an early issue.

A. R. HAHN.



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They Change Pilots to Complete the Flight

Advertising in the great New Orleans market is like flying ...you travel the full journey on one line with a change of pilots morning and evening!

Each morning The Times-Picayune delivers your message by carrier into the homes of 61,146 New Orleans families—each evening the New Orleans States completes your market coverage by delivering your message by carrier to 35,904 New Orleans families...26,027 of which are unduplicated by The Times-Picayune.

That's 87,153 unduplicated home-delivered circulation!

In addition street sales totaling 15,978 for The Times-Picayune and New Orleans States can be conservatively estimated to add at least 5000 more to the unduplicated total. Outside of metropolitan New Orleans The Times-Picayune offers thorough daily and Sunday coverage of the rich trade area.

Travel the full coverage route to greater sales by placing your advertising in The Times-Picayune and New Orleans States!

FOR COMPLETE Unduplicated HOME DELIVERED



Representatives: NOEE, ROTHENBURG & JANN, INC

A 100% AUDIT (Not a Survey)

ERNST & ERNST, nationally known certified public accountants, have made a 100% audit of the carrier route lists of The Times-Picayune and New Orleans States to determine the exact amount of duplication between morning and evening coverage in New Orleans. Their certified audit shows:

Number of City Carrier Subscribers on March 23, 1940

The Times-Picayune (daily) 61,146 New Orleans States (daily).... 35,904 97,0

Deduct number of carrier subscribers taking both newspapers

9.897

TOTAL UNDUPLICATED CARRIER SUBSCRIBERS

87,153

THE FULL COVERAGE ROUTE TO GREATER SALES

The Times-Picayune by carrier delivers your advertising to 61,146 New Orleans families.

STATES -

The States by carrier delivers your message to 26.027 additional unduplicated New Orleans families.

Write for the Booklet: FACTS ABOUT COMPLETE COVERAGE OF THE NEW ORLEANS MARKET

Sales Management's Future Sales Ratings

KEY TO RELATIVE SALES OUTLOOK RATING

**** Best relative outlook

*** Very good relative outlook

*** Good (medium) relative outlook

** Fair relative outlook

* Least impressive relative outlook

NOTE: This compilation is based on the relative position of one industry compared with all industries. In other words, an industry marked 大文 may have very good prospects in relation to its preceding year's volume, but its percentage increase may be slight compared with another industry which is marked 大文文文. In assigning ratings, the size of an industry is not considered; rather the percentage of likely sales increase or decrease in the industry is given greatest weight.

	Sales Prospect for July, Aug. & Sept.	Sales Prospect for Next 12 Months		Sales Prospect for July, Aug. & Sept.	Sales Prospect for Next 12 Months
Advertising	**** **** **** ****	**** **** **** ****	Luggage	**** **** **** ***	** **** **** ** **
Baking (General) Banks (Revenues) Beer Building Materials Candy & Chewing Gum.	* **	* ** ** ***	Motion Picture Receipts Musical Instruments Office Equipment Oil (Cooking)	****	*** *** * *
Canned Fruits and Vegetables Cereals Chemicals (Misc.)	****	** * ****	Paint Paper (Newsprint) Paper (Wrapping and Container)	***	***
Cigarettes	*	* *	Photographic Supplies Plastics Printing and Publishing Equipment	****	****
Coal (Anthracite)	****	***	RadiosRailroad Equipment Railroad (Net Income) Refrigerators	****	****
Dairy Products Department Stores Diesel Engines Drugs and Medicines	**	* ** ****	Restaurants	****	****
Electrical Equipment (Heavy) Electrical Equipment (Light)	****	****	Shoes	***	***
FlourFurs	***	*	Sporting Goods	***	**** ** *****
Glass and Materials Groceries Hardware Hotels	****	****	Surgical Equipment and Supplies Synthetic Textiles (Rayon, Nylon, etc.)	**	***
House Furnishings (Floor Coverings, Furniture, Beds, etc.) Household Products		**	Television	****	****
(Kitchenware and Miscellaneous) Imports	**	**	Trailers (Autos) Travel (Domestic) Travel (Sea)	***	***
Insurance (Life) Jewelry Laundry Liquor (Alcoholic	***	***	TrucksUtilities—ElectricUtilities—GasUtilities—Télegraph	**	****
Beverages)	**	*	Utilities—Telephone Washing Machines		**

PREPARED by PETER B. B. Andrews, economist of H. Hentz & Co., New York, and specially copyrighted by Sales Management, Inc. Reprints of this page are available at 5 cents each, minimum order, \$1.00. 20% discount on standing orders for 25 or more monthly. Sales Management, Inc., 420 Lexington Avenue, New York, N. Y.

Business Now Rising Rapidly; Inflation Factor in Outlook

The sharp rise in domestic business, particularly in the heavy industries, has been stimulated in part by the flood of military orders from abroad as well as by the spectacle of our gigantic defense program shortly to get under way. Recovery of trade since April has been one of the swiftest on record, being more rapid (excluding only the first two weeks of September) than the September-November uprush of 1939.

In measuring the possibilities one must note that our Government has barely begun to spend the extra \$5,000,000,000 (and still growing) allotment for military purposes. Thus, even cancellation of orders from the Allies would be unlikely to slow down our current pace, while England's holding out could only mean even more feverish spending for armaments in this country by the British.

A Powerful Cash Position

As a matter of fact, the longer the war continues, and as we fulfill speedily our own defense needs, the greater will be the chance of an inflationary boom. Enough idle cash exists in the country's banks today to set off one of the biggest inflation sprees in financial history. In the banks belonging to the Federal Reserve System there is not far from \$7,000,000,000 in stagnant reserves, by far the biggest such total ever accumulated, and around \$2,000,000,000 over the sum in reserve when the war broke out. But there is as yet no sign of inflation.

Generally, the country's cash position has hardly ever been more powerful. Figuring the American public's cash holdings by adding bank deposits to currency in circulation and subtracting amounts owed to the banks, an over-all cash total of corporations and individuals of around \$24,000,000,000 is obtained, which compares with about \$7,000,000,000 in 1929. The boom which would arise from converting this cash into goods would be materially hastened should an inflationary scramble develop.

Armament, railroads and heavy industries generally should lead the new defense boom, but the accompanying increases in employment should enlarge public purchasing power (in spite of considerably higher taxes) and thus bring high activity, too, in the consumers' goods industries.

Cross-Sections

_Jacksonville, Illinois, 93 miles from St. Louis!



"Fifty per cent of my watch customers ask for the Bulova model they heard advertised on KMOX." Ralph B. Henry Henry's Jewelry Store



"Hinds' sales were much greater this past winter, thanks to Gracie Allen and KMOX."

Ray Steinheime



"An attractive window plus a good radio program on KMOX makes a powerful selling combination."

C. H. Swaby



"It's a fact—we don't ever see a
push-button radio out here that
fails to have KMOX on it."

Mr. May of R. E. May & Sons



"Everyone in Jacksonville hears KMOX and they really go for radio-advertised foods. Having lots of calls for Wheatles and Spam."

C. W. Sibert, Mgr.



"KMOX Advertising certainly does boost the sale of drug store merchandise. Right now, Gillette Tek Razor is selling exceptionally well."

O. L. Spencer

Cross the Lewis & Clark Bridge to Alton, turn left, and travel due north through fertile Illinois farms and bustling towns. As the miles slip by you notice how your auto radio requires more and more power to bring in most St. Louis stations. Soon, you pass the point where the weaker stations' signals become too faint for enjoyable listening. And by the time you enter the outskirts of Jacksonville, Ill., only KMOX and one other St. Louis station continue to satisfy your ear.

Then talk to the merchants (as we did) about radio advertising. Their enthusiasm will surprise you. They know that it sells goods faster than does any other kind of advertising—and they'll prove it. Most of them will tell you that all Jacksonville listens more to KMOX than any other station.

Scores of "Jacksonvilles" are scattered throughout the KMOX Primary Area and most of them depend upon KMOX, just as do St. Louisans, for the bulk of their radio programs. A surprising percentage listen to no other St. Louis station.

KMOX

"THE VOICE OF ST. LOUIS" • 50,000 WATTS

Owned and operated by Columbia Broadcasting System. Represented by Radio Sales: New York · Chicago · Detroit · Charlotte, N. C. · Los Angeles · San Francisco

Current Effective Buying Income

(Estimated for 12 months ending August 31, 1940)

State & Section	Ratio of Change (USA=100) for 12 months ending Aug. 31	Per-Fami'y Annual, 12 months thru August	Gain in Millions of Dollars over Previous 12 Months	State & Section	Ratio of Change (USA=100) for 12 months ending Aug. 31	Per-Fami'y Annual, 12 months th:u August	Gain in Millions of Dollars over Previous 12 Months
Connecticut	104.8	\$3,308	138.8	Delaware	97.8	\$2,865	9.3
Maine	99.2	2,221	28.4	D. C	93.4	4,652	12.0
Massachusetts	101.3	3,227	258.2	Florida	94.1	2,084	20.6
New Hampshire	94.7	2,133	9.5	Georgia	98.7	1,582	59.3
Rhode Island	93.4	2,829	7.8	Maryland	109.4	3,004	143.0
Vermont	99.3	2,367	11.2	North Carolina	102.6	1,697	112.7
				South Carolina	100.0	1,460	45.0
New England	101.8	3,005	453.9	Virginia	101.3	1,920	85.6
New Jersey	101.4	2,996	211.1	West Virginia	109.1	1,900	81.8
New York	95.1	3,366	417.9	S. Atlantic	101.3	2,016	569.3
Pennsylvania	109.6	2,812	747.9	3. Allumio	101.3	2,010	207.3
				Arkansas	94.2	1,177	22.2
Middle Atl	100.4	3,114	1376.9	Louisiana	94.0	1,557	22.0
				Oklahoma	94.3	1,730	37.6
Illinois	100.6	2,572	346.4	Texas	94.8	2,122	120.8
Indiana		2,085	151.1				
Michigan		2,785	257.5	W. S. Central.	94.7	1,805	202.6
Ohio		2,543	363.8				
Wisconsin	99.2	2,481	114.0	Arizona	97.8	2,156	10.5
E. N. Central	101.8	2,530	1232.8	Colorado	96.3	2,129	28.1
E. H. Geniral	101.6	2,530	1232.0	Idaho	99.4	2,231	16.0
lowe				Montana		2,467	43.1
lewa	101.3	2,233	92.9	Nevada		3,067	1.1
Kansas Minnesota	100.5	1,823	80.8	New Mexico	97.2	1,835	5.8
Missouri	100.3	2,724	128.0	Utah		2,430	31.7
Nebrosko	98.7	2,144	130.1	Wyoming	100.3	2,869	9.2
North Dakota	70.0	1,764	24.9	Mountain	100.2	2 270	140.0
South Dakota	1	1,913	37.4	Mountain	100.3	2,270	145.5
South Dakota	103.9	1,866	29.5	California	100.5	3,081	346.1
W. N. Central	100.4	2,158	523.6	Oregon	95.5	2,345	26.3
				Washington		2,525	40.2
Alabama	94.9	1,081	32.8	Pacific	99.2	2,996	412.6
Kentucky		1,341	27.6				
Mississippi		780	12.1	United States	100.0	2,435	5022.0
Tennessee		1,546	32.3		Relative		
E. S. Central	94.6	1,211	104.8		Actual		

Sales Management High-Spot Cities

The ratio of city to nation in expected income change next month versus same period last year. U. S. A. gain of 7.6% = 100

Newport News 126			
Berkeley 123 Sapinaw 10 Columbus, Ga. 122 Worcester 10 Reno 122 Worcester 10 Minneapolis 117 Hartford 10 Mismis 115 Houston 10 South Bend 114 Kalamazoo 10 Kalamazoo 10 Kalamazoo 10 Sheboygan 112 Shereeport 10 Sheboygan 112 Spokane 10 Sheboygan 112 Spokane 10 Sheboygan 112 Spokane 10 Sheboygan 112 Augusta, Ga. 10 Baltimore 111 Charleston, V. va. 10 Charleston, W. va. 10 Charleston, S. C. 11 Evanswille 10 Dackson, Miss. 110 Portland, Me. 10 Jackson, Miss. 110 Waterbury 10 Gleveland 109 Portland, Me. 10 Milatta, Ga. 109	Duluth	128	Macon108
Columbus, Ga. 122 Charlotte 107 Reno 122 Charlotte 107 Reno 122 Charlotte 107 Minineapolis 117 Hartford 100 Mobile 112 Sheboygan 112 Sheboygan 112 Sheboygan 112 Spokane 100 Springfield Mo. 101 Robert 111 Spokane 100 Springfield Mo. 101 Springfield Mo. 101 Charleston, Del. 112 Augusta, Ga. 100 Charleston, S. C. 111 Charleston, S. C. 111 Pittsburgh 111 Evansville 100 Charleston, W. Va. 100 Charleston, Miss. 110 Jackson, Miss. 110 Johnstown 110 Wichita Falls 110 Cleveland 109 Columbus, Ohio 109 Detroit 109 Fort Wayne 110 Cleveland 109 Columbus, Ohio 109 Detroit 109 Filint 109 Filint 109 Atlanta, Ga. 109 Greensboro 100 Fargo 100 Chicago 100 C	Newport News	126	Phoenix 108
Minneapolis	Berkeley	123	Saginaw108
Minneapolis	Columbus, Ga	122	Worcester 108
Memchis	Reno	122	Charlotte107
South Bend	Minneapolis	117	Hartford 107
South Bend	Memohis	115	Houston 107
Mismi	South Bend	114	Kalamazoo107
Mobile	Chester	112	Seattle 107
Sheboygan 112 Springfield, Mo. 10' Mullmington, Del. 112 Augusta, Ga. 10' A	Miami	_112	Shreveport107
Sheboygan 112 Springfield, Mo. 10' Mullmington, Del. 112 Augusta, Ga. 10' A	Mobile	112	Spokane107
Wilmington, Del. 112			Springfield, Mo. 107
Baltimore	Wilmington, Del.	112	Augusta, Ga. 106
Charleston, W. Va. 100 Charleston, S. C. 111 Evansville 100 Lancaster 10	Baltimore	111	Champaign-Urbana 106
Pittsburgh	Bay City	_111	Charleston, W. Va. 106
Pittsburgh	Charleston, S. C.	111	Evansville106
Fort Wayne 110 Passaic 100 Jackson, Miss. 110 Portland, Me. 100 Waterbury 100 Wichita Falls 110 Cleveland 109 Abuquerque 100 Columbus, Ohio 109 Boston 100 Boston 100 Boston 100 Chicago 100	Pittsburgh	111	Lansing 106
Jackson, Miss. 110 Dehrstown 110 Waterbury 100	Fort Wayne	110	Passaic106
Johnstown 110 Waterbury 100	Jackson, Miss	110	Portland, Me106
Cleveland 109 A buquerque 100 Columbus, Ohio 109 Bostom 100 Decatur 109 Fargo 100 Detroit 109 Huntington 100 Atlanta, Ga. 109 Kansas City, Mo. 100 Kansas City, Mo. 100 Lancaster 100 Steubensille 100 Lynchburg 109 Steubensille 100 Lynchburg 109 Steubensille 100 Lynchburg 109 Steubensille 100 Lynchburg 100 Tacoma 100 Taroma 100 Lynchburg 100 Albany 100 Lynchburg 100 Albany 100 Lynchburg 10	Johnstown	_110	Waterbury106
Columbus, Ohio 109 Boston 101 Decatur 109 Fargo 101 Detroit 109 Fargo 101 Flint 109 Greensboro 10 Atlanta, Ga. 109 Huntington 10 Grand Rapids 109 Lancaster 10 Holyoke 109 New Orleans 10 Jersey City 109 Stringfield, III. 10 Springfield, III. 10 Stockford 109 Stockton 10 Rockford 109 Tacoma 10 Tarpa 10 Toledo 10 Williamsport 109 Albany 10 Williamsport 10 Chicago 10 Birmingham 108 Erie 10 Gedar Rapids 108 Galveston 10 Dayton 108 Invain 10			Youngstown106
Dectroit 109	Cleveland	109	A'buquerque105
Detroit 109 Flint 109 Huntington 10 Lancaster 10 Huntington 10 Lancaster 10	Columbus, Ohio	109	Beston105
Flint			
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Grand Rapids 109	Flint	109	Huntington105
Holyoke 109 New Orleans 10			
Jamestown 109 Springfield, 10 Jersey City 109 Steubenville 10 Lynchburg 109 Steubenville 10 Steckton 10 Tacoma 10 Tampa 109 Toledo 10 Terre Haute 109 Albany 10 Williamsport 109 Chicago 10 Birmingham 108 Erie 10 Cedar Rapids 108 Galveston 10 Lovain			
Jersey City	Holyoke	109	New Orleans105
Lynchburg 109 Stockton 10 Rockford 109 Tacoma 10 Tampa 109 Toledo 10 Terre Haute 109 Albany 10 Williamsport 109 Chicago 10 Birmingham 108 Erie 10 Cedar Rapids 108 Guveston 10 Dayton 108 Lovain 10	Jamestown	109	
Rockford 109 Tacoma 100 Tampa 109 Toledo 100 Tol	Jersey City	109	Steubenville 105
Tampa 109 Tolede 10 Terre Haute 109 Albany 10 Williamsport 109 Chicage 10 Birmingham 108 Erie 10 Cedar Rapids 108 Galveston 10 Dayton 108 Lovain 10	Lynchburg	109	Stockton105
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Williamsport 109 Chicage 10 Birmingham 108 Erie 10 Cedar Rapids 108 Galveston 10 Dayton 108 Lorain 10	Tampa	109	Toledo10:
Birmingham 108 Erie 10 Cedar Rapids 108 Galveston 10 Dayton 108 Lorain 10			Albany104
Cedar Rapids 108 Galveston			
Dayton108 Lorain10			Erie104
			Gaiveston
Harmond 200 Continued below	Dayton	108	
Hammond108 Continued below	nammond	108	Continued below

Other High-Spot Cities in the 104 group are Stamford, Waterloo, Wilkes-Barre, and Zanesville.

Every month SALES MANAGEMENT charts the business progress of 203 cities. The ones shown above and at the upper right are the 83 where in the coming month income and retail sales should show the greatest increase in relation to the national average which currently is up 7.6% from last year. Other things being equal, the average firm's business should show an increase as great as that unless it is sliding backwards. Assuming that your total business shows the same increase

as the nation, then the ranking of 128 in Duluth, for example, means that your business in that city should be up 28% more than your national increase. In addition to the 83 above there are 59 other cities whose ratings equal or exceed the national average.

As a special service this magazine will mail, ten days in advance of publication, a mimeographed list giving the forward ratings of all 203 cities. The price is \$1.00 a year. An invaluable guide for your branch and district managers, too. Useful for setting sales quotas, deciding on special promotion and advertising drives, forestalling salesmen's alibis, etc.





why does a Politician kiss a baby?

KISSING BABIES is one of the first things a budding politician learns to do. Not because he likes babies. But because every baby has a mother . . . and every mother has a vote.

Advertising isn't much different from politics. If you want to sell anything to mothers, watch where they buy baby food; and where the most baby food is bought, the most of what you have to sell will also be bought.

In New York City, for instance, 83% of the advertised baby foods sold in drug stores is bought by mothers in high and medium income neighborhoods—and 67% of the baby food sold in grocery stores.* And families in these neighborhoods are only 54% of all families in the city, served by only 46% of the grocery stores.

Mothers in these neighborhoods not only buy the most baby food—they buy the most of practically every advertised product you can think of. They're easy to sell, too; and because it takes fewer stores to serve them, they're less expensive to sell. Good reason, all this, why we call them the Profit Half of the New York market.

And in the Profit Half of the New York market ALONE . . . The New York Times reaches one of the largest groups of housewives reached by any newspaper anywhere—221,840 weekdays, 414,180 Sundays. If you want to concentrate your advertising where you profit most, there's no better time than now to get in touch with us.

The New York Times

"ALL THE NEWS THAT'S FIT TO PRINT"

ADVERTISING OFFICES: CHICAGO · DETROIT · SAN FRANCISCO · LOS ANGELES

 Our Market Research Department will gladly give you the facts. If you're interested in other products than baby food, just specify what.



LIGHT IN THE WEST

There had been signs of land . . . some birds on the day before . . . a caryed stick floating . . . on the day before that, a branch covered with berries.

Two hours before midnight, sixty-nine days out of Palos, Columbus saw from the quarter-deck of the Santa Maria a distant spark of fire burning in the west.

It was a new world.

The history of America is a history of discoveries, each of which has carried with it moments bright with exaltation and surmise. And it was in one such heady moment in 1930 that the editors of FORTUNE, contemplating the phenomenon of American business and of the American corporation, suddenly realized that they were gazing upon a world which no one had yet explored.

FORTUNE started off with the exciting idea of exploring behind the plate glass and the mahogany and the polished stone facades of Business, and finding out what really makes it tick. It set itself

the enormously intricate but rewarding journalistic task of portraying American Business in terms of separate case histories of individual companies . . . in other words, the Corporation Story.

This meant starting from scratch and working out new techniques with which to capture in words not only the policies but the smell and feel and pulse-beat of American industry . . . the smoke, the noise, the machines, and the men behind the machines.

Gradually, to this first dimension of pure description was added the second dimension of analysis . . . the "how" and "why," as well as the basic facts. And out of these grew the logical third dimension of constructive criticism.

Today, in its second decade, the Corporation Story is widely understood and welcomed. Business men find in it interesting and illuminating facts about businesses not their own . . . facts which they can adapt to their own business lives.

They find discussions of management practices against which to measure themselves. They see, in a pattern broader than any one business, Business as a whole meeting new problems . . . entering new areas of economic thought . . . crossing new frontiers of technology.

FORTUNE'S complete objectivity . . . its equal refusal to smear or whitewash . . . its insistence on a deep reporting of all the facts . . . are what bring to the Corporation Story, along with the rest of FORTUNE, its priceless quality of credibility. And, above all, FORTUNE, in the Corporation Story, has provided a powerful glass through which Americans can see and understand America.



Significant Trends

As seen by the Editors of Sales Management for the fortnight ending July 1, 1940:

Industry Raring to Go

PRIVATE INDUSTRY IS BEING JARRED out of its retrenching attitude into an expansive attitude. Given responsibility to speed defense, given relative freedom to act and given an incentive in the form of opportunity to make reasonable profits, business can measure up to an assignment of more and ever more products for domestic arming and for Great Britain. So says Brookmire in a current bulletin.

We now have pump-priming about to work, for it puts greatest emphasis on the so-called durable goods industries which have never had a full measure of recovery since the depression started more than ten years ago. Once a rising trend is under way, the pattern resembles a spiral stairway winding ever higher. Forces operate in sequence, with each step being the effect of preceding lower steps and in turn becoming the cause of succeeding higher steps.

To quote from Brookmire: "As the construction and other capital goods industries move ahead, impetus is given to steel, copper, glass and other suppliers of basic materials; the resulting expansion in production of all these raises employment and purchasing power, thus translating deferred demand for autos, houses, electrical refrigerators, radios, and a multitude of other products into active demand; as sales rise, merchants and dealers with low stocks must order additional goods, giving production a further boost; commodity prices advance; profits concurrently increase; sentiment improves and spurs buying of goods and securities; and so the chain of event continues."

+

A cessation of hostilities on the other side might cause a temporary slackening but, on the other hand, the speed of our own arming could and would then be quickened.

We seem to be in a transition economy—midway between peace and war, and as the returning manager of Lord & Thomas' London branch pointed out the other day, England was in just such a period for four or five years and had an almost unparallelled boom. The cynical might ask what kind of a boom England might have had if she had done a really good job of preparing for a possible war!

In Washington the new national defense commission seems to be operating with quiet but quick efficiency, and department and bureau heads seem to be giving up many of their powers and prerogatives in the spirit of sincere cooperation. Two of the SALES MANAGEMENT editors spent several days in Washington interviewing, along with a group of other business paper editors, heads of all the departments, bureaus, and commissions which are connected with armament work. Most of the editors came away feeling that the country didn't realize the speed at which the new program was getting under way. The business men brought by the President are—for the time being at least—being allowed to operate with a minimum of red tape, and given a reasonably free hand they can and will make the industrial machinery of the nation hum.

It will not surprise business men to know that Mr. Knudsen has the rare ability to cast aside non-essentials and concentrate on fundamentals. His colleague, Mr.

Stettinius, illustrated that by saying that shortly after they had started work on their jobs the two of them had a conference and Mr. Stettinius wanted to find out just where his job (that of providing raw materials) stopped and where Mr. Knudsen's (industrial production) began. The former General Motors head answered, "I don't want to fuss with anything until I can cut it up."

This gave Mr. Stettinius a better answer than he could receive from 100 pages of detailed instructions. It meant, for example, that if cloth were going to be needed for making soldiers' uniforms, Mr. Knudsen shouldn't be bothered with it until the fabric was not only manu-

factured but shrunk and dyed.

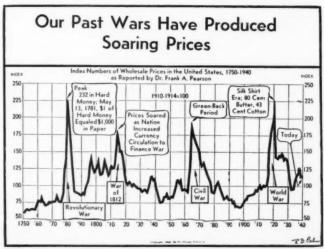
The Short Range Outlook

THE FEDERAL RESERVE BOARD INDEX of industrial production was 102 in April, averaged 105 in May, and it reached 115 in mid-June. It seems to be headed toward 120 or better and is likely to reach this by late July instead of in late Summer as previously thought. The all-time peak of approximately 130 was reached in 1929 and practically duplicated in early 1937 and late 1939.

As yet the national defense program has not progressed to a point where it can be specifically stated just in what localities the greatest degree of business pick-up can be expected; but as contracts are placed, machines and materials purchased, and employment increased, the results will be spotted by SALES MANAGEMENT'S statistical staff in the findings incorporated in the first-of-the-month installment of High-Spot Cities which in this issue are to be

found on page 10.

The effect of our own armament program and the supplies which have been sold to the Allies has been apparent for many months in these figures of High-Spot Cities; as, for example, the tremendous increase in the mining of iron ore in Northern Minnesota which greatly increases the purchasing power of the people in the Duluth area, the record peace-time shipbuilding program which pours so many millions into Newport News, Chester, Pa., and other cities, the orders for trucks, tanks, aircraft, and machine tools which increase the retail sales in such cities as South Bend, Cleveland, Detroit, Worcester, Hartford, etc.



Detroit is having and will continue to have a boom, for not only will increased purchasing power throughout the country give people the wherewithal to buy new automobiles, but the automotive industry will shoulder the job of making our tank defenses of the first class. Besides this, Ford and other companies will receive substantial orders for airplane engines if not for complete airplanes. And again the machine tool industry of that city will be called on to speed up its production to meet the demand for the additional tools needed to turn out the various defense projects.

Peoria, Ill., home of the Caterpillar Tractor Co., is virtually sure to enjoy a boom since it is anticipated that the tractor companies will be given huge orders to make tanks. A little further South the government arsenal at Rock Island is taking on more men; working 24 hours a day.

Turning into the real South where a considerable part of the textile industry has moved, the Carolina cities will be the recipients of huge orders for cloth for the Army and Navy. Both the textile and the machine tool industries of New England will be participating in the armament program.

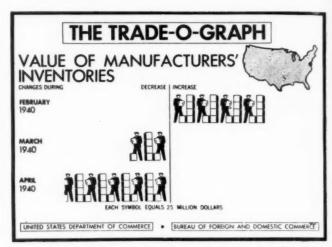
The results of threatened bans on profits have been overemphasized and over-discussed. Men close to the seat of power in Washington emphasized very strongly that reasonable earnings will be permitted as a legitimate incentive to the big fast output demanded by our defense efforts.

Corporation policies more than at any time in the past will be influenced by public opinion. As the Research Institute of America points out, "To an increasing extent the entire nation will begin to operate as a coordinated economy. This change, however, will not spring from military or legislative action—it will arise through emotionalism, patriotism. Corporate sales and management policies will be moved by the public opinion which backs national need. For example, an automobile manufacturer may forego bringing out new models even though no compulsion exists to enforce more important government needs. Since the transition economy flows from the unified activities of government to achieve certain rearmament and defense goals, any barrier that stands in the way of their attainment will eventually be mowed down."

Income Up

AS OF THE END OF AUGUST SALES MANAGEMENT estimates that the national income will be up 11.4% over last year and, according to a study just released by the Investors Syndicate of Minneapolis, this is almost entirely an increase in "real" income, since the cost of living has increased very little. The organization figures that as of May 1 Mr. and Mrs. American Public had real income ten cents greater on the dollar than on the same date a year earlier. Food on that date cost \$1.02 compared with \$1.00 on the same 1939 date, rents have remained unchanged and miscellaneous items were up only two to five cents on the dollar. The biggest increase in cash income, says Investors Syndicate, is recorded in the return from investment funds, which on May 1 was \$1.23 to match each dollar contributing to the nation's income in mid-Spring of last year.

The farmer is much better off. During the first four months of the year, farm cash income was up 11.7% from last year. The increase in farm purchasing power shows up in the Department of Commerce record of sales of general merchandise in rural areas. For the month of



May the index figure is 133.8. In their computations 100 is the average for the years 1929-31.

A good example of how a small increase in sales can turn into a big increase in profits is to be found in the annual report "Operating Results of Department and Specialty Stores in 1939," released by the Harvard Bureau of Business Research under the sponsorship of the National Retail Dry Goods Association. An increase of $5\frac{1}{2}\%$ in sales in 1939 made possible a 45% gain in profits.

Memos for Mr. Sloan and Others

THE 1940 SLOGAN OF YOUR BUICK DIVISION is "Best Buy's Buick." Currently your Chevrolet division is showing a poster panel with two youngsters talking in the back seat of a new Chevvy. One is saying, "Boy, it's a honey! Dad sure got the best buy!" . . . Well, Mr. Sloan, which is the best buy?

Warwick & Legler's monthly Ad Quiz contains many fascinating marketing facts. From the current issue we find from an analysis of 646,274 replies from 304 magazine advertisements that free samples attract approximately twice as many coupon-clippers as when a charge is made—that Americans' thirst for knowledge is insatiable, as shown by 15 network quiz shows on the air currently and over 300 on local stations—that the average length of commercials on half-hour programs is 425 words as compared with an average of 341 in a Saturday Evening Post page ad.

Princeton University's Public Opinion Quarterly is authority for the statement that annual reports of 90% of all major companies today do nothing at all to win stockholders' good will, understanding and support. The following factors, usually missing, are essential to do the job: Illustrations and charts, statements about competitive position, company contributions to national welfare, policies involving public and employe relations, a look into research work and the future, understandable financial data, selling copy on the products, good layout and paper.

Paul G. Hoffman, president of Studebaker, said the other day, "In a recent publication of the Bureau of Census appears this statement: "The great social and economic problems of the United States seem puny when measured against her vast resources.' How right they are! Those who bemoan the fact that our physical frontiers have been reached, forget that the opening of new territory has contributed little or nothing to our progress for the past forty years."









Perry

Minster

Densmore

Demarest

FOSTER N. PERRY has been named vice-president in charge of sales for American Bosch Corp., Springfield, Mass. He was previously in charge of the New York and Chicago branch offices, has been with the company since 1924.

HENRY S. MINSTER is the new president of Roberts and Mander Stove Co., Hatboro, Pa., succeeding Clarence V. Roberts. The latter, head of the firm since its founding in 1905, is now chairman of the board. Mr. Minster has been a partner in Minster & Co., New York consultants in management, marketing, financial and production problems since 1937. Before that he was with Carrier Engineering, York Heating and Ventilating.

R. E. Densmore has been made national sales supervisor of the Youngstown Pressed Steel division of Mullins Mfg. Corp., Salem, Ohio. He was formerly western sales manager of Norge division of Borg-Warner, refrigeration sales manager of Nash-Kelvinator, and advertising manager of Penton Publishing Co.

MILLARD DEMAREST is Celluloid Corp's, new sales director of the Lumarith Molding Powder division, with W. Raymond Porter, recent Detroit manager for Celluloid, as his assistant. In 18 years with the firm Mr. Demarest has been chemist, salesman, sales manager of two departments and, since 1938, sales director of the Fabricating division.

NEWS REEL









Frohlich

Mills

Ainsworth

Henke

Jack Frohlich will direct the sales training program of Bendix Home Appliances, South Bend. He was for many years regional manager of Norge division of Borg-Warner, and before that was sales manager of Dartnell Corp.

THOMAS W. MILLS today becomes general sales manager of Great Lakes Thread Co., Detroit. Since 1929 he served Max Pollack & Co., St. Louis, as regional manager of some 16 middle-western and southern states. Both companies manufacture industrial sewing thread. He is a member of the board of directors of the St. Louis Sales Managers Bureau.

BERTRAM M. AINSWORTH has been made eastern manager of Designers for Industry, Inc., being promoted from merchandising counsel as head of the merchandising division. Previously he was with Harvey Johnson Co., Great Lakes Coal & Coke Co. and Calvert Distillers Corp.

Frank Henke is named sales manager by Harper-Wyman Co., Chicago, maker of the Harper Burner System for gas range top burners. Following his graduation from Armour Institute in 1935, Mr. Henke joined the firm as an engineer. In 1937 he entered the sales department, becoming assistant sales manager.

Photograph of Mr. Minster by Pressman-Kremer; Mr. Demarest, by Conway Studios; Mr. Mills, by S. Ashen-Brenner.



California, where outdoor sports are a year 'round pastime, has become a major style center for America and all the world. The films are largely responsible; Hollywood designers—among them some of the world's most famous—have made their creations synonymous with beauty, youth and gaiety. Hence this window in Gimbel's, Philadelphia, is but one of many by leading department stores.

Why So Much Western Merchandise Is Breaking into Eastern Markets

The "Hollywood influence" in clothes, furniture, gift wares and novelties of all kinds, is rising. Mid-west and eastern department stores have found fresh style notes and dramatic promotion ideas through buying offices now doing a rushing business in the Los Angeles market.

BY HAROLD W. WRIGHT

Manager, Domestic Trade Department, Los Angeles Chamber of Commerce, Los Angeles

HIS is the story of the way Los Angeles became a buying center ranking next in importance to New York and Chicago. The city now has 16 resident buying offices, representing 650 stores. Through these offices now clears an annual volume of around \$20,000,000.

The movement began a dozen or so years ago. People with design ideas began to come here for their health, or to do a job for the movies, or because they liked to live here. When they turned to designing furniture, pottery, clothes and so on, it was natural to take California motifs, Old Spanish and Mexican things, Indian and Oriental themes, cactus, orange trees, color.

They made clothes suited to the outdoor life, and they were fine for sports in other parts of the country. They made pottery, and it had such color as had not been seen in dishes for a long time. They made furniture, especially for or shor entertaining.

Soon visitors were buying their products to take home, and it was realized that these articles could be sold nationally—if some way could be found to pay the selling expense.

It costs money to send even one salesman to the big department stores in eastern cities, and few of our manufacturers were doing enough business to pay the cost. Many of them were —and still are—small concerns with a limited output. They turn out individuality, not quantity.

Seven or eight years ago Harry Arkin, a seasoned department store buyer, came here to live, and knowing how eagerly big stores search for novelties, he got a few accounts, and began supplying them with Los Angeles merchandise.

He was the pioneer resident buyer. He kept his eyes open for novelties. Sometimes he sent samples to the stores in other cities that he represented, but in many cases he just bought and shipped, because his ex-

perience told him the merchandise would sell.

Also, he did something just as important—made suggestions for merchandising these wares, displaying them with California backgrounds, making an event of something new and different from California, making the same fuss that would be made with something new from Paris.

That gave some of our manufacturers an idea, and a group of them got together to see if more buyers like Harry Arkin couldn't be attracted here, to open resident buying offices The Los Angeles Chamber of Commerce had a Domestic Trade Commit-



Bright colored fishes from the and the cactus of that state's deserts, provide the inspiration for these textiles in the window of B. Altman, New York. Be-cause Southern California, by

blue waters that shatter into snow on California's beaches, reason of its climate, is months ahead of colder regions in outdoor life, it is an excellent test-ing ground for Spring and Summer styles.

tee, made up of manufacturers and wholesalers, working to promote trade, and it was natural for these manufacturers to work with that committee.

What started as a promising method of extending their own business, has worked out in a broad community movement. For, while the leaders got more business for themselves, they also attracted resident buyers who offer a market, right in the front yard, for any small concern that develops a novelty with sales appeal for people in distant

There are three types of resident buying offices:

First is the resident buyer, a sort of free lance, like Harry Arkin. Experienced in buying for large stores, he keeps close watch to see what is being originated in the Los Angeles region; and, by arrangement with stores that pay him a monthly fee to represent them in this market, lets them know what's new and saleable. To some of

his accounts he sends samples, and buys if they order. With others, he buys upon his own judgment and ships them the merchandise. One of these resident buying offices will have 100 or more accounts and buy all lines -anything that a department store

Second, a group of large stores in different cities will maintain a Los Angeles buying office to serve those stores only. The Associated Merchandising Corp. is typical of this method. Such an office buys for its stores, assists their buyers who make personal visits to our market, publishes bulletins, and acts as a clearing house through which the stores standardize their costs. Its large purchasing power enables it to organize special "buys" at quantity discounts.

A third type is the buying office for stores operated under a holding corporation. Its methods are similar to those of the free lance buyer, with such advantages as quantity discounts and central financial control. Allied Department Stores are representative of this set-up.

The first step in bringing the national market to Los Angeles was by letting stores throughout the country know that we had distinctive merchandise to offer, and this was done in two

The Domestic Trade Department has field men who, at that time, made regular trips through the western states, reporting on conditions. Was

Even when goods with such magic labels as "imported from Paris . . . from Sweden . . . from Czecho-Slovakia" were still plentiful, department and specialty stores the country over had already begun to promote "Californian" in ad-vertisements such as these for clothes, pottery, furniture, accessories. But now that war in Europe is forcing America to buy its glamour nearer home, the movement will undoubtedly grow in scope and power.

business good or bad in Oregon and Washington? What did New Mexico and Arizona produce on their ranches, and from their mines, that Los Angeles bought? As we stand in the relation of industrial suppliers to nearby states, so we buy a great deal of their agricultural produce and metals. How was merchandise of various types distributed in these territories, who were the wholesalers, the big retailers? What were the distributing centers, and the population and purchasing power of various areas?

Our field survey method was extended to eastern states, and our field men called on department store people, telling them what Los Angeles had to offer. Our industrial development has come within the past dozen years, so this was news to most buyers, and they were interested.

Then a letter was sent to every department store in the United Statesthere are probably nearly 5,000 of them now, with annual sales exceeding \$4,000,000,000.

The letter stressed two buying points:

First, the stores recognize motion pictures as a major selling influence. The films are constantly showing advanced styles, because Hollywood employs the world's leading designers. Also, new ideas are constantly being shown in furniture, furnishings, sports wear and accessories. Los Angeles styling and ideas benefit by our closeness to Hollywood.

Second, by reason of its climate, Southern California is months ahead of cold regions in sports and outdoor life. Thus we are a source of early Spring and Summer styles. The buyer can look here, and prepare weeks ahead.

The replies to this letter were astonishing, both in the number and in the specific inquiries made concerning merchandise.





The manufacturers' committee which had started this activity decided that manufacturers and our resident buying offices were best equipped to answer the correspondence, and so each letter was referred to one or more concerns whose products were asked about. By that time we had three resident buyers, representing about 80 stores.

During the depression Los Angeles manufacturers of goods sold in department stores had organized a semi-annual market week, in January and July. At those times they held shows of their merchandise, divided by industries, such as apparel, furniture, and so on. Also, entertainment was provided for visiting buyers.

The attendance had grown steadily, but up to then the appeal had been limited to buyers in the 11 western

states.

Now the market weeks were made national in appeal, with the result that where, in 1934, the attendance was 4,500 buyers from 25 states, in 1938 it had risen to 7,800 from 42 states.

Small Size Is No Bar

While we have some manufacturers, especially in apparel, who can afford to send their salesmen East, the vast majority of our manufacturers are not operating on a scale that permits it.

Therefore, this work to attract resident buyers has brought results for the small concern as well as the larger ones which thought of it and carried it out. No Los Angeles concern is too small or too new to get a showing for its product right at home. If it is a product the stores want, the manufacturer will be able to get national distribution for it.

How these offices work out for the advantage of small manufacturers can be illustrated by taking a specific line, which we have named "smallwares."

Smallwares are gift and art merchandise, house and kitchen utensils, toys, games, souvenirs and novelties generally, things designed or invented with new ideas.

Perhaps this is the oldest industry in Los Angeles, because long before we had manufacturing we had tourists. They wanted something typical of the region to send back home, and so souvenirs were developed. As the gift trade expanded, new articles were made, and games, toys and appliances for outdoor entertaining followed.

When our market weeks were started for apparel, furniture and other distinct groups, we found these miscellaneous manufacturers of gift and art wares looking for a place to show their products, and it was often hard

to place them. For the apparel manufacturers show their goods in one place, the furniture people in another, and a specific gift article might not fit into either show, or, if included, wouldn't get the attention of buyers interested in such merchandise. So, a separate Smallwares Show was organized, and it proved a big success.

There are few smallwares concerns that can afford to send out a salesman, even in the nearby states, for a limited season. But there is no smallwares concern too small to send samples downtown to the resident buying offices—or in many cases have the resident buyers visit his own place, for the resident buyer spends more time traveling than he does in his office..

The visiting buyer lets the resident buyer know when he is coming, and what he wants to see, and the office notifies manufacturers, who send in their salesmen with samples on schedule. They are shown in the visiting buyer's small office, and so can be kept confidential if desired. The whole business runs on a time table, with no waiting.

The visiting buyer probably makes a tour of factories as well, guided by the resident buyer in what to see. Factory visits are more and more important in buying nowadays. For they show quality in materials and workmanship, which are a vital cost factor in store operation. Perhaps the manufacturer shows the buyer something still in the design stage, and he is interested.

Often the visiting or resident buyer can make suggestions to a manufacturer that mean the difference between sale or no-sale for a product.

There is timing: Having the article ready for the big selling season of the particular department that will handle it. Every month in the year is the peak month for some departments. If the article is badly timed, it will fall into the months when the department is selling off its remainders at cost.

There is correct pricing: Department stores are mass distributors, each store appeals to a certain range of consumer purchasing power; if the article cannot be brought within the store's price range it will not be considered.

There are the store's sales events: January clearances, Mid-summer sales and many more. The article may be a feature for one of these sales, if it can be timed and priced right.

And there is the vital question of deliveries. If the manufacturer's product fulfills other requirements, and the store finds it popular, he must be

(Continued on page 34)

Advertising Campaigns

Old and New Products as Promoted in Newspapers, Magazines, Radio, Posters and Dealer Helps

Empire State Milk

New York State milk campaign, by the Bureau of Milk Publicity, Albany, resumes July 8 along lines similar to those of the past five years. About 675 newspapers in the state and radio stations of big towns will carry the messages.

Emphasis will be put on milk for adults, with health and beauty to be derived from milk as the keynotes. The greatest volume of ads will be, as before, concentrated in the larger consuming areas: Gotham, Albany, Buffalo, Utica, etc. J. M. Mathes, N. Y. agency, continues in charge.

According to the U. S. Dept. of Agriculture, N. Y. City consumed 18,828,000 more quarts of milk a month in 1939 than in 1935 when the state began to advertise it.

Soap Operas

Highbrows may snort at "soap opera" serials on the radio, but they sell goods. Procter & Gamble, as if to prove this—though it needs no proof—last month signed a renewal contract for 22½ hours a week on NBC networks, 16 daytime serials.

A half-hour evening program brings up the P & G total to 23 hours a week on NBC, plus three CBS quarter-hour programs. A new NBC period to be added August 17, ("Truth and Consequences," a half-hour audience participation show) will boost the figure still higher.

Oxydol, Chipso, Crisco, Ivory soap and flakes, and other P & G products are plugged. Agencies are Compton, Pedlar & Ryan, Blackett-Sample-Hummert, H. W. Kastor & Sons.

618,833,453 Suds Glasses

Jacob Ruppert Brewery, N. Y., announces that 618,833,453 glasses of Old Knickerbocker beer have been quaffed since its return a year ago. In the first five and a half months of 1940, says James P. Duffy, ad and sales promotion director, Ruppert's

trade was 6.5% greater than in the same period of '39, despite unusually cold weather.

Currently the firm is utilizing 249 newspapers of eastern cities to point out that fishing and a cold bottle of beer are natural companions. Copy reiterates the slogans, "Make Mine Ruppert's, You Couldn't Ask for Better Beer." A year ago some 130 newspapers comprised the list. About 2,200 outdoor posters, nine radio stations in and around N. Y. and a dozen in the South, single-sheet posters in subway and elevated stations of N. Y. City, northern N. J., Long Island, Westchester, window displays and counter cards complete Ruppert's promotion activities.

Agency: Ruthrauff & Ryan, N. Y.

"Grand" Radios

Stewart-Warner, at its national radio convention held recently in Chicago, announced a new line of finer radios which will be known as Concert Grands. The line, to retail at from approximately \$150 to \$200, is in addition to the general established line and will be promoted separately.

Full page advertisements will be carried in SEP, Life, Better Homes & Gardens, Time, a series of three each, twelve in all; circulation of the group, more than 9,000,000. Hays MacFarland, Chicago, is the agency.

Cooperative newspaper advertising in liberal quantities wil be included in the program. Twelve ads, 260 to 275 lines, have been prepared for use in key cities with eight smaller ads for lesser accounts. Between 75 and 100 newspapers will be used in key cities.

Combination radio and record player consoles will be featured in the concert grand line. Last year one manufacturer made 50,000,000 records and this year expects to make 100,000,000—which, S-W pointed out, indicates a trend toward better music and a willingness to purchase higher-priced equipment.

Rumpus and Riot

Northam Warren Corp., N. Y., will bring out two new shades of Cutex nail polish next September and plans to start them off with fanfare. Rumpus, "electric red with a faint blue overtone," and Riot, "a ringing red, giddy as a football date," are their names.

Full pages in color will run in Ladies' Home Journal, McCall's, Photoplay, Macfadden Publications, Fawcett Publications, Modern Screen, Screenland Unit, This Week, The American Weekly. August 15 issues of the last named will carry the first ads, September issues of the others.

Two giant-sized fingers will appear in each ad, as they have proved "the most effective eye-stoppers yet devised for Cutex," says J. Walter Thompson, N. Y. agency.

Brunch

Add that name to the list of ready-to-eat meats which now includes Spam, Treet, Prem (see SM June 15). Brunch, a canned pork product, has been tested in newspapers of Harrisburg, Hartford, Trenton. Satisfied, the maker, Tobin Packing Co., Ft Dodge, Iowa, is now introducing it in upstate New York through newspapers.

Copy contains a coupon entitling purchasers to a 12-ounce can free with every can bought at the regular price—27 cents in chain stores, 29 cents in independents. The company redeems certificates from merchants at the full retail price. Jobbers and dealers thus make their full profit on each can of Brunch.

Tobin Packing has not advertised to consumers previously. H. B. LeQuatte, N. Y., is the agency.

Sealed cans (that) need no special opener . . . let you drink from a clean, cap-protected surface." Last year's campaign, according to H. A. Goodwin, ad mgr., netted a sales increase of 40%. Already this year's sales are 32% ahead of '39.

Glass Container Association, N. Y., calls attenion to no-deposit beer bottles with a display contest for retailers of Mass., Conn. and R. I. The contest follows an introductory campaign in those states last Summer. Awards range from \$10 to \$2,000 for the best two-week displays and promotions of no-deposit bottles during July.

Grand prizes will be divided between proprietors and clerks. Every entrant will receive a five-piece glass smoker's set.

Coffee; Up and Down

Pan American Coffee Bureau, N. Y., says that coffee imports are up since it began a co-op ad campaign two years ago and therefore more of the aromatic beverage must be going down throats.

Imports of green coffee in 1937



Continental bids for beer-bibbers' patronage with such double-spreads.

Cans and Bottles

Two of the largest can companies are urging, "get your beer in cans—our kind of cans." American and Continental have resumed consumer efforts after a lapse.

American is using insertions of from one-column black and white to four-color bleed pages in 13 weekly and monthly magazines to point out the advantages of beer and ale in its Keglined cans. Agency is Roth, Schenker & Bernhard, Chicago.

Continental Can Co. (through BBDO, N. Y.) agency, is running a series of black and white double-pages in Life, Collier's, Liberty for "Cap-

totaled 1,697,000,000 pounds, or about 13.08 pounds per capita. Next year the figures were 1,987,000,000 pounds, or 15.19 per capita. In 1939 they were 2,013,750,000, or 15.21 per capita. In the first four months of this year the per capita figure was 15.6, and is still climbing.

Advertising investment of the Bureau is approximately \$600,000 a year in cooperation with Associated Coffee Industries of America. Most of this goes to magazines and newspapers.

Countries that will participate in the Fall campaign, according to Arthur Kudner, N. Y. agency in charge: Brazil, Columbia, Costa Rica, Cuba, El Salvador, Nicaragua, Venezuela.

of

en

In

of

Policies That Put Kleen-Stik in Coast-to-Coast Markets in 5 Years

Kleen-Stik is a pressure-sensitive adhesive with a thousand point-of-sale uses. There are already six factories making it here and abroad. This article outlines the selling and merchandising set-up which is responsible for its remarkable growth.

> Based on an interview with G. J. WEIGEL,

President, Kleen-Stik Products, Inc., San Francisco

NEW kind of gummed tape has revolutionized point - of sale displays in the last five years. It has built six plants here and abroad. This is the story of the merchandising and advertising that enabled this remarkable product to attain an even more remarkable

Five years ago there appeared in the offices of Knight-Counihan Co., San Francisco printing and lithography firm, a man with a roll of tape. He called it pressure-sensitive adhesive, and as the representative of the inventor-he asked K-C to adopt it for use in its plant and to sell it in the San Francisco Bay area.

Kleen-Stik, as it was eventually named, is a gum that leaves no mark on any surface where it is applied. It may be applied, removed, and reapplied indefinitely. No moisture is needed. It is resistant to light, heat, water. The principle—new in application—is that of the old decalcomania. Gum on the tape has a greater attraction for paper than for the tape or for other surfaces such as glass, enamel, wood, metal.

Clearly the product had possibilities when it was brought to Knight-Counihan, but not all as obvious as they now are. Often the newer an idea is the more merchandising is required to find, or rather create, its market. Knight-Counihan took a chance on

Not long afterwards, that roll of tape became a separate corporation. A little later nearly 50 franchise holders represented it in the United States. It unrolled a little further and started to travel around the world, but slowly; then it took a leap ahead with a change of merchandising and distribu-

five in the United States, one in London, and franchise holders in four

tion policy. Now it has six plants,

nuisance to get the material off after-

wards, and he wasted time cleaning up or scraping off the mess that re-

Going out to sell manufacturers

point of sale material with Kleen-Stik, Knight-Counihan discovered that the

tape gave them a great competitive advantage, and it opened up a large

number of new accounts. They found they could interest advertisers in plac-

ing orders which in turn represented

printing and lithographing. Officials

of the firm were quick to sense the value of this new product and ar-

A separate corporation was formed, and Kleen-Stik Products, Inc., came

ranged to take it over.

mained.

A display on the grocer's refrigerator door gains immeasurably from its association with the idea of coolness and refreshing-ness. Kleen-Stik makes it possible for Pabst to get its threedimensional display in that coveted spot, which it from can later be removed in a few seconds, leaving the glass unsmudged and shining.

foreign countries in two hemispheres. Knight-Counihan learned in its own plant what this new gum-originally called No-Mark and rechristened Kleen-Stik—could do for sales and business increase. When they undertook to use and represent Kleen-Stik, Knight-Counihan would produce perhaps one window strip in six months. There was more than one reason for this small amount of point-of-sale printing business, but a very importane one was that the busy dealer detested the stuff. He had to use his tongue, a sponge, a glue-pot, or mess up his windows with paste if he bothered with the ordinary gummed or ungummed window strips. It was a

into existence. Its officers are G. J. Weigel, president; Edward Counihan, vice-president; Irwin Lichtenstein, secretary; Fred Knight, treasurer.

First step was to develop a simple piece of equipment which could be sold to other printers and lithographers to enable them to use Kleen-Stik as Knight-Counihan was doing. The result was a small, manually operated gumming machine which was dubbed

The plan then worked out was to introduce Kleen-Stik to a limited number of printers and lithographers in each community in the United States, sell them the gumming equipment, and supply them with the rolls of tape,

Five years ago Kleen-Stik was only a bright idea; now the list of advertisers national using it on their point-of-sale displays includes such big names as those shown in this exhibit at a recent printers' conrecent printers' Advertisers vention. are well aware of the retailer's reluctance to use displays which involve too much time and messiness in installation; seize eagerly on Kleen-Stik, which helps combat that dealer-lethargy.





Kleen-Stik fastens display material to the fine surface of a dealer's new cash register; but he doesn't mind, because it comes off and leaves no mark. Displays can be equally as safely applied to the fine surface of a piece of furniture, a showcase or a delivery car. The company uses pictures like this to sell other users.

thus enabling them to develop and increase their point-of-sale business. A group of the better type of printers and lithographers were chosen in each city as Kleen-Stik franchise holders.

At this point came the full realization that a complete and extensive merchandising and educational job was necessary to acquaint the manufacturer, producer and user with the merits of the new tape. Large advertising space was taken in business publications reaching the desired markets. As important as making the product and its uses and advantages known, was making the name—Kleen-Stik—synonymous with the product. This was a necessary step even though this pres-

sure-sensitive gum was protected by patent and a secret formula.

Adhering to the franchise sales policy, which would provide and protect the competitive advantage of a picked group of printers and lithographers, 25 franchises were given in New York, 15 in Chicago, four in San Francisco. This policy worked satisfactorily up to a point, but it had disadvantages and threatened to place a striding new business in hobble skirts.

There were two main objections to the franchise sales policy that finally determined the release of the restriction on distribution and the change over to a direct advertiser-to-user system: (1) Much of the selling and

advertising done on Kleen-Stik was being undone by those who did not have and could not get the productthe large number of firms excluded from franchise. This was a source of ill-will that could not be ignored, because it might undo any amount of advertising and merchandising. (2) It was inadvisable to force a manufacturer or other advertiser to go to only those limited sources where Kleen-Stik was available, if he desired the product, thus disturbing existing buying channels; and a manufacturer might be unwilling to change an established relation in order to avail himself of the improved gumming process, while at the same time eager to adopt it.

The problem, then, was how to give consideration to the franchise holder, yet make it possible for any organization that wanted Kleen-Stik to obtain it through its own printer or lithographer. The solution that emerged meant a letting down of the barriers on distribution. Chicago was chosen as the manufacturing centre because it was central, and sources of supply for Kleen-Stik were established in key cities by setting up service or trade plants to serve advertisers, printers or lithographers at those points. In a short time, New York, Chicago, Detroit, St. Louis and San Francisco had Kleen-Stik service plants where any manufacturer, printer or lithographer could send posters or other point of sale material to be gummed by the Kleen-Stik process.

This immediately opened a greatly increased market, for any advertiser



"It starts out as a rocket, then bursts into the map of Europe, with Hitler and Mussolini eating off each end, and when they're through a cock-eyed dove of peace carries off the crumbs. Get it?"

* * *

could now specify Kleen-Stik and obtain it through his own printer. Automatic machinery had to be developed to handle the greatly increased sales. Suitable machinery was evolved and produced by the Kleen-Stik organization, established in the six trade plants, and the product was ready for its next great forward stride, which called for an active sales and promotion plan.

The marketing and merchandising of Kleen-Stik was directed on two fronts: Popularization of the product, and development of markets for it. This double program had, in turn, three points of attack: The advertiser had to be acquainted with the merits of the product; the printer and lithographer with its uses; and dealers or recipients of point-of-sale material in the various industries with the benefits and advantages to them of the display material coming into their hands "serviced" with Kleen-Stik.

In publication advertising, in direct mail, in demonstration and personal solicitation the double merchandising program was consistently promoted. The point-of-sale is the final spot for tying in with the product what has been seen in newspaper and magazine advertising, on car cards, on billboards, or heard over the air. It is also the spot where he may be afflicted with forgetfulness, where he may be switched to another product or offered a substitute. This point represents the manufacturer's opportunity to cash in on an offer, to bring a particular package to the attention of a prospect, or make a new user.

A most valuable space for these purposes is merchants' windows, yet they have been frequently unused because of the mess and nuisance of affixing materials in the old-fashioned ways.

The next step was to point out how Kleen-Stik opens scores of new opportunities for the placing of display material. Because the dealer merely has to pull off the protective tape from the edge of the material and slap it in place, and because it does not mar any surface or finish. a Kleen-Stik display can be put on a baby grand piano and removed without causing damage. This meant that advertisers could immediately avail themselves of dealers' cash registers, refrigerators, showcases, de-

livery cars, or any smooth, hard surface for display purposes and sales suggestions in association with merchandise.

Point - of - sale merchandising has been the stepchild in the advertising chain from manufacturer to consumer. It lacked glamor, little care or thought was given to it in the past; where beautiful displays were produced—and they were—as a rule they were thrown at the dealer in a haphazard manner with no thought of how he would be able to use them. It has been Kleen-Stik's job to change this situation.

Sales have increased phenomenally. All money earned by the product has been spent in two channels: Advertising and sales promotion; and development of mechanical equipment—the two being carefully harmonized and synchronized. Two improvements have been made in the product: The gum was changed from an amber shade to crystal clearness, permitting its use over ink without any alteration in color effect; and the life of the adhesive has been lengthened, so that test signs, in place three and four years, still hold firm

Mass Production Soon

Two slogans, used in advertising and direct mail, have served to fix the product in the minds of potential users: "Kleen-Stik—the Sensational New Advertising Adhesive—Sticks Up for You Everywhere"; and "Slide-Stik—the Third Dimension Commands Attention."

With the development of a third form of Kleen-Stik—Solid-Stik, entire gummed sheets—the company is ready to start on an intensive promotion that will include the opening of several additional service plants. An advertising budget is being worked out for the support of the program which will take the story of Kleen-Stik, through trade publications, to an increased number of advertisers, printers and lithographers, and dealer-users of point-of-sale merchandising.

The roll of tape that wrapped itself around the world and built six plants in five depression years by a wise use of merchandising and advertising, is ready to start on the next stage of its progress: Mass production backed up by national advertising.

Waldorf-Astoria "Package"

Hotel Waldorf-Astoria, N. Y., is offering a World's Fair "Prize Package" (for \$10 a day for one person, \$18 for two) of room and bath, breakfast, dinner on the Starlight Roof, limousine bus to the Fair, and admission to the Fair. Newspapers of 40 eastern cities will carry the copy. Agency: Kenyon & Eckhardt, N. Y.



Sails and salt water—palms and pools—'dobe and desert—saddles and snow caps—Long Distance will help you have a carefree vacation wherever you go!

It's fun to share your fun by telephone. Breaking 80, hooking a big one, snowballing in summer sun, all pack a double thrill when you tell some one far away about it!

(Rates for all transcontinental calls and for most other calls of more than 420 airline miles were reduced May 1.)



The Bell System cordially invites you to visit its exhibits at the New York World's Fair and the Golden Gate International Exposition, San Francisco

[23]

The "Gracie Allen" School of Space Buying: How It Functions

A baffled Mr. Tacks regards with awe the nitwit "reasons" why certain pieces of advertising are placed here, yon, or elsewhere.

BY BRASS E. TACKS

HAJAMEAN, Joe, Beta's off?"
"That's right, Tacksy, I'm afraid you're out of

"Why?—Beta's a beautiful market, 50,000 city zone, \$40,000,000 retail sales—"

"Yea, sure, but your Toasted Shavings sales are horrible!"

"Horrible! Joe, that's impossible!"
"Well, here are the figures—fresh
from the factory. Read 'em and weep.
Beta's last. Even little Omega tops
her. Mr. Pushem, the sales manager,
okayed the slash."

Then, came the dawn. Joe's sales figures were screwy. Beta's sales were included in Alpha. The Alpha jobbers, being just 25 miles away, use trucks and depots to service Beta—and take full credit for Beta sales.

Eventually, of course, we got the business. We simply got a break-down of sales from the Alpha jobbers and showed them to Joe and to Mr. Pushem. But isn't that careless investing of advertising dollars?

By itself, this case isn't terribly important. Were it an isolated instance, I shouldn't bother even to mention it. But the sad truth is that it's not. Hundreds of such bits of space buying silliness float across my desk annually.

Is Beta a Stepchild?

Beta's one of Toasted Shavings' better markets. They're exceptionally strong there. Staying out of it would be as bad as Mrs. Pushem's neglecting to feed her oldest child. Mr. Pushem didn't really mean to overlook it. But he was "too busy." So to avoid giving the matter one dollar's worth of concentration, he was willing to jeopardize a lovely market worth thousands.

Sometimes, honestly, I'm bewildered by the way in which advertising appropriations get flipped around. You'd never think that thousands and thousands of dollars were involved. The total figure can be equal the worth of his plant or the cost of his truck fleet; but, even so, Mr. Pushem gathers up the bundle, and, without batting an eyelash, shoves it at Joe with a "Here's some more, Joe, spread it around!"

Sure, Mr. P. knows his markets. He has to, to be a sales manager. And he knows Beta. He realizes that it's just a trick of bookkeeping that prevents Beta's showing up individually on his sales reports. So how come the error? "Just an oversight," you say? Yes, but isn't he paid not to make oversights?

Take another instance. A space buyer beamed at me recently with, "Your Epsilon is certainly a superfine cigar town." And, of course, I replied, "You said it!" But I know it's just another case of cockeyed book-keeping. Our Epsilon is just "average." But luckily for us, the Epsilon distributor has a territory that's almost a 100-mile circle. We're getting credit for sales that are 60% outside our market.

Nobody Knows, Nobody Cares

The space buyer should be aware of this. And, certainly, the sales manager who okays the estimates must be. He's the guy who appointed this distributor. But either neither knows or they've both forgotten. For we're carrying regularly a schedule that's 10,000 lines too big. Our linage is based on sales in spots in which we have absolutely no circulation! Hooray!

"We're using your Zeta paper," is another silly thing that I hear fairly frequently, "because we want to reach tourists as they go through to Omicron Beach!" I always just nod and seem amazed at the depth of the logic, which I am.

Our Zeta is an inland, industrial city, an ordinary spot with zero tourist appeal. And while it's true that most of the highways and railways to Omicron Beach bring tourists through Zeta, the likelihood of their stopping off is about as great as that of World's Fair visitors deciding to devote a day to sightseeing in Jersey City.

Each year, in season, we land better than 59,000 lines because we're "in the resort area." Our conscience is clear. Our ABC confesses that 97% of our circulation is home delivered right in Zeta, and that our total street sales average less than 1,500 daily. But, even so, each year a group of wild-eyed space buyers substitute hope for horse sense and yell, "Come get your order!"—which we do in a hurry before they wake up.

Or consider the case of Gamma, a little village out west, that happened to find itself on the border of a dry state in 1936. Of Gamma's 2,000 souls, none was especially thirsty. But in the adjoining state were tens of thousands who evidently used whisky as an all-purpose liquid. They flocked to Gamma in droves and flabbergasted the Gamma people with their big notes.

The result was that the Gamma liquor store became an important and nationally famous outlet. And, by more of the same peculiar logic mentioned above, the Gamma Gazette became a "must," getting schedules even heavier than those of metropolitan newspapers.

Scruples Get Dunked

The Gamma Gazette is a weekly. Total circulation is 800, entirely home delivered. Prior to repeal, the publisher had pleaded for prohibition. He had to in Gamma. At repeal, he'd thought about establishing a policy refusing liquor copy. But he didn't bother because he was so sure that there wouldn't be any. His total income from national advertising had been just \$33 in two years.

Suddenly, in flowed the golden tide. His scruples were drowned. It took just ten months to accumulate what amounted to a small fortune, sell the *Gazette* at a handsome profit and retire to Southern California.

Sure, Gamma was an important town. It justified the full attention of every liquor salesman. But what was gained by pouring dollars into the Gazette? How could those 800 non-drinking, agricultural families hope to pay their way on any sales promotion investment? And how could the little Gazette hope to reach the hordes from the cities across the border?

Or don't I understand the basic principles of advertising? — assuming that there are some!

Correction

In the article "Big Brewers Boost Share of U. S. Business" which appeared in SM June 1 an error was made. Production of Acme Breweries of California was reported at 420,000 barrels. This should have been 497,177 barrels, putting Acme in 19th position among U. S. brewers.

GET OFF THE WAGON



AND RING DOORBELLS!

• Fast disappearing from the American scene is the warbling huckster who, though blessed with the voice of a Caruso, discovered that while his songs were getting attention, his competitors were ringing doorbells and getting ACTION.

Advertising action springs most abundantly and most profitably from action mediums. Newspapers are, and always have been action mediums. They ring doorbells. And they, more than any other medium, enjoy the privilege of talking shop the moment the door is opened ... of doing a thoroughly complete job of selling with advertisement-tools into whose plan and construction every ounce of brains and effort can be concentrated on the one essential objective... SELLING!

To get action from these action mediums requires frequent and consistent action on the part of advertisers...more frequently, perhaps, than 8 advertisements a year...more consistently than 7 weeks of advertising activity...which was the effort of the median average national advertiser in the Oklahoman and Times last year.

Is YOUR advertising ringing doorbells this year as frequently as your Caruso comes around?

CONSISTENCY . . . THOU ART A JEWEL

Analysis of activity of national advertisers in newspapers shows that less than a third of their campaigns survive a 13-week existence. Below are tabulated the periods of activity of 468 national advertisers in The Oklahoman and Times during 1939, a typical sample of a nationwide practice. Length of

		tisin vity											National dvertisers	of Total
52	we	eeks											4	1%
40	to	52	we	eks	١.							۰	22	41/270
27	to	39	wee	eks	١.								46	10%
		26											63	131/2%
5	to	13	wer	eks	١.				a				151	32%
4	we	eks	OF	le	55	1							186	40%

THE DAILY OKLAHOMAN · OKLAHOMA CITY TIMES

THE OKLAHOMA PUBLISHING COMPANY

THE FARMER-STOCKMAN * MISTLETOE EXPRESS * WKY, OKLAHOMA CITY * KVÖR, COLORADO SPRINGS * KLZ, DENVER (Under Attiliated Mgmt.) * REPRESENTED BY THE KATZ AGENCY, INC.

ONE OF A SERIES OF ADVERTISEMENTS SPONSORED BY THE DAILY OXLAHOMAN AND TIMES IN THE INTEREST OF A BETTER UNDERSTANDING BETWEEN ADVERTISERS, ADVERTISENG AGENCIES AND PUBLISHERS



News breaks with such rapidity these days, it seems silly to comment on it in a semi-monthly publication like this. By the time the book is in your hands, the item sounds like a post-facto reference to the Napoleonic wars. Think I'll stick to glittering generalities. And, to beat you to the punch-line, sometimes they won't even glitter.

"To Mr. and Mrs. were born four sins and a daughter," said the Binghamton Sun. That's five sins, the way I figure it.

"It's fun to ride a bike," say the Cycle Trades. Yes, but it gives a motorist many a bad moment.

It used to be the telephone that got all the free collateral publicity. Now it's the electric razor. It seems more logical at that for a man in his underwear to be holding a razor than a telephone.

I am no great Latin scholar, but why do we invariably use the plural insignia when we mean the singular insigne?

Globe Brewing Co., of Baltimore, has a new theme-song for its Arrow beer: "It's Flavoripe!" Comparisons are made with the flavor-ripeness of fresh-picked fruits, clinched by the argument that Arrow beer is caught and capped at its very crest of flavor.

After bringing home nine boxes of mothballs, I read the label with some misgiving. The stuff "Kills clothes moths and larvae."

For the longest theatrical run of all time, the Pulitzer prize should go to that hardy perennial, Punch & Judy.

Stopper by Barbasol: "Grandma called it sinful."

And the New York Central's headline is not bad: "Girl meets train."

Speaking of trains, I recently rode with a sergeant of the Ordnance Dept. He was on his way from Atlanta to Brooklyn's Ft. Hamilton to load some

"five-fives" on a flat car. I gave him a cigar and got him to talking about himself. He had been in the Army 25 years . . . in the Philippines, Oklahoma, France. He knew his stuff, even if his grammar was not impeccable. When he said: "I knowed him

good," I knew exactly what he meant; and decided to remember him any time I am tempted to write upstage copy.

Good line by Real Silk: "From mill to millions."

An ad in London's *Picture Post* for April, inserted by the Pye Limited Radio Works, says: "Which ever way you look at it—British is best." We'll know by the time this issue of SM hits the mail-bags.

Rhythm and reason in a Pompeian massage cream ad in June Look, addressed to adolescents: "His face was



his misfortune—and then he faced the facts."

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Whiting-Plover sends a well-printed booklet: "Balance-Paper's Intangible Ingredient."

The Maryland Publicity Commission, with headquarters at Annapolis, calls the state of crabcakes and thoroughbred horses, "America in Miniature," proceeds to prove it with an attractive booklet.

A picture of George Rector in Time reminds me that I ran smack into the famous restaurateur recently, sitting at a table eating dinner like the rest of us cash customers. No chef in white muffin hat was bobbing about, no maitre d'hotel dancing attendance. The famous George was just another hungry man doing something about it on his own.

Later, I spotted Lew ("Monkeys is the cwaziest people") Lehr on the Pennsy platform at North Philadelphia, seeing his personable daughter off to Washington. When the stationmaster began droning the numbers of the Pullman cars, Lew's face lighted up and he exploded: "Bingo!" A clown is a clown, on and off.

Mother Goose writes a memorable

headline: "Hedy Lamarr . . . has a new car . . . a Pontiac Torpedo."

Speaking of nursery rhymes, we have this cute headline by G-E Mazda: 'Mary had a little lamp. * * *

Another arresting headline is the one by Hammermill Bond: "We pay these girls to throw our paper away.' * * *

And a good serious headline appeared on a Mum continuity strip: But I can't afford to lose my job!"

Here's a honey you may have missed in Variety. The senior girls class of White Lake High School was visiting Station WTAQ. It was suggested they sing their class-song over the air. "What's the tune?" asked m.c. Ernie Smith. The answer nearly floored him: "She Had to Go and Lose It at the Astor."

Slogan for the Family Circle: "It gets around."

Menu-Card: Something the waiter lets you see, as a personal favor, then takes away to some private hidingplace until you are ready for dessert, when you are permitted another brief glance, and the process is repeated.

Ed. Hoban, of the New York News, tells about the well-dressed man who walked up to the receptionist in Ripley's Odditorium. When he took off his hat, he was perfectly bald, except for two tulips growing out of the top of his head. He asked to see Mr. Ripley, and the girl at the desk said: "What did you wish to see him about?"

Wishful Thinking Dept. A sign on Convention Hall at Philadelphia along the Pennsy right-of-way reads: "In this hall, the next President of the United States will be nominated."

An amateur trap-drummer and his instrument might be said to represent a snare and a delusion.

*

Quite Quotable. "A sense of humor is the cushion of life. It was Henry Ward Beecher who said that a man without humor is like a wagon without springs, in which one is caused disagreeably to jolt at every pebble over which it runs. Laugh it off. Ten to one, it doesn't amount to anything any way. Life is a serious business, but be worth living."—Edwin C.
T. HARRY THOMPSON without its funny side, it would hardly be worth living."—Edwin C. Hill.

Southern Grass

'HE SOUTH is making two blades grow where only one grew before. Obviously, something important has happened back of that

That something, chiefly, is the addition of livestock production to crop production-742 million dollars' worth in 1939 . . . a gain of 80 million over 1938—with the result than in each of the last two years more of the South's Two-Billion-Dollar cash farm income has been derived from livestock than from cotton!

Because Progressive Farmer has had a leading part in this and practically every other worth while movement for the advancement of the Rural South, Southern farm people respect it, read it, and follow it in all departments. And because Progressive Farmer is edited for the million high* income farm families in the South who average \$2002 a year, advertisers turn to it for coverage of this rich and responsive market.

*Farm families with incomes over \$1000 per year

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KEY MEN READ BUSINESS PAPERS

"THEY HELP US MAKE OUT OF



WHAT THEY'RAY

In previous letters in this Sales Manage ment series, the following key men in a wide variety of industries have told you why they read the good business paper of their industries:

H. A. PETERSON, Vice-president and Comptroller, Intertype Corp.:

"It has a cash value to my company LEWIS W. WATERS, Vice-president

General Foods Corp.:
"They are tools of my business."

A. A. BACKUS, Vice-president
U. S. Industrial Chemicals, Inc.:
"They are necessary to me in this busness."

GEORGE M. GROSS is president of Gross-Morton Corporation of Jamaica. L. L., one of the largest-scale home builders in America. Yet he takes plenty of time out of his busy days to read the good business papers of his industry (and he tells you, in his letter, how he judges which ones are good) because reading them helps him make a profit out of his business. What more vital reason could he have?

GOOD BUSINESS

No. 7

A survey series by Sales Man agement showing that key men everywhere in industry are resular readers of business papers... and why.

Sponsored by the following Business Papers receiving unanimous votes from a jury of disinterested experts for "honest and able editing that render a real service":—

PROFIT WIR BUSINESS"

GROSS-MORTON CORPORATION

Ruilders

160-16 JAMAICA AVENUE JAMAICA. NEW YORK

June 7, 1940

Mr. E. W. Davidson, Sales Management, 420 Lexington Ave., New York, N.Y.

Dear Mr. Davidson:

Careful reading of five or six of the best building and architectural magazines definitely helps us make a profit out of our business. Both the editorial and the advertising pages bring us the news of what builders everywhere are doing and what products manufacturers are producing while it's new. That's the only time we can get full benefit out of this kind of information -- not months later when some of it appears else-Only in business papers can I find in one place this data about a wide variety of products.

I read such magazines from cover to cover, looking for construction ideas and materials that we can use in the standardized types of homes our company builds. Each magazine gets from an hour to two hours of my time as soon as it arrives. Then the copies go out on the job for our superintendents to read—our salesmen too. Finally they come back for file in the office where they frequently are referred to later.

During my 20 years in home building, the really good business papers of the building field have risen from the days of editorial "puffery" to a high point of solid value to me as a builder. It's easy to distinguish the worth-while ones. I respect them. They are the kind that keep good, intelligent editorial men in the field covering the country for me as a reader. I meet many of these men personally. That increases reader. I meet many of these men personally. That increases my interest in their publications. Knowing these responsible papers and their men, as I do, naturally promotes a feeling of confidence in their advertisers.

Very truly yours,

George M. Gross,

President, Gross-Morton Corp.

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Inc.: n this busi-

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es Manage y men in a ve told you L ANDREWS, President, Rotel New Yorker Corp.: "They help me run this hotel."

II. T. SPRAGUE, President, he Hays Corp.: They are indispensable to industrial progress."

W. KIEFER, Chief Engineer of Motive Power and Rolling Stock, New York Central System: 'They really help us do our day's work."

00D business papers command mader respect and confidence. That's by they build better business for

ESSPAPERS BUILD BETTER BUSINESS

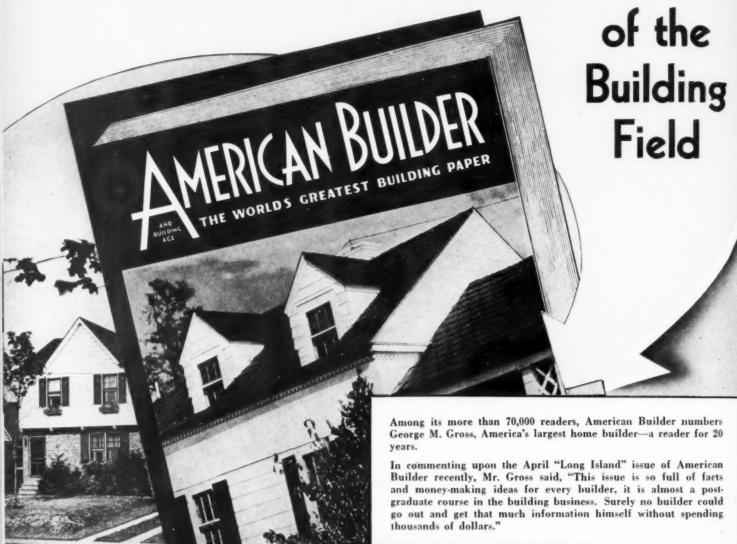
ales Man AMERICAN BUILDER, Chicago key me y are reg BAKERS WEEKLY, New York ess paper BOOT AND SHOE RECORDER. New York BUILDING SUPPLY NEWS. ers receiv Chicago intereste CHEMICAL & METALLURGICAL it renden

ENGINEERING, New York

DEPARTMENT STORE ECON-OMIST, New York ELECTRICAL WORLD, New York FOOD INDUSTRIES, New York HOTEL MANAGEMENT, New York THE IRON AGE, New York THE JEWELERS' CIRCULAR-KEYSTONE, New York

MACHINERY, New York MACHINE DESIGN, Cleveland POWER, New York RAILWAY ENGINEERING & MAINTENANCE, Chicago SALES MANAGEMENT, New York STEEL, Cleveland

The Continuous Buying Factors



Read and Endorse AMERICAN BUILDER

A DECISIVE FACTOR in the marketing of building products is the active building man... he is responsible for an average of 5.7 new homes a year, plus other non-residential light-load-bearing construction. He does a thorough selling job for the manufacturer whose products he knows and approves.

The builders are continuous buying factors of the building field. Whether they are engaged in large-scale operations in suburban New York or in the smaller towns or cities these men read and endorse American Builder. The above letter is an outstanding example of endorsement.

American Builder readers comprise the most important audience in the building industry because they control more than 70 per cent of the nation's residential and light-load-bearing construction. American Builder covers the most profitable segments of the building market. It is the one publication that successfully serves both the principal buyers and principal distributors of building materials and equipment.

If you want to sell the building field, sell American Builder readers first—through their business paper.



THE WORLD'S GREATEST BUILDING PAPER



A Simmons-Boardman Publication

CHICAGO 105 W. Adams Street NEW YORK CITY 30 Church Street

Chicago Druggists Vote on Brands They Like to Sell Most—and Least

Five hundred independent druggists in Chicago and its outlying area are again asked by Sales Management to explain to Ross Federal interviewers their attitude toward specific companies and brands. Alka-Seltzer, Bayer and Squibb are most liked; Pond's, Phillip's and Dr. Lyon's liked least. Insufficient profit cited as greatest cause of complaint.

ESPITE the valiant efforts made by manufacturers and their salesmen to sell the "fast turnover" idea to independent druggists, a fat gross profit margin continues to have the greatest appeal. Fast turnover is a good second, with stabilized prices third.

Two years ago (June 1, 1938) SALES MANAGEMENT through Ross Federal interviewed 500 independent druggists in the Chicago area—a 24% sample of the area—with the idea of discovering what sales policies appeal most strongly to these druggists, and to determine the relative success of manufacturers in getting druggist good will. At the same time the interviewers unearthed the most important gripes—and the manufacturers toward which they were directed.

That survey attracted a great deal of attention; and at the suggestion of several manufacturers in the field, SALES MANAGEMENT has repeated it two years later with substantially the same group of druggists. The 500 independent druggists were divided 80% within the municipal boundaries of Chicago, and the balance scattered through such suburbs as Gary, Evanston, Joliet, Elgin, Waukegan, Cicero, Hammond, and Maywood. The Ross Federal men first asked the druggist, "What five products do you like to sell most?" Spaces on the survey blank were provided for filling in non-competitive products, and then druggists were asked to tell why they liked to sell each product they named. Ten reasons were printed on the blank and druggists were told to check the one or more which applied strictly to the particular brand. The reasons were:

Fast turnover.
Deals and free goods.
Good consumer advertising.
Satisfactory gross margin.

Attractive store and window displays.

High quality.

Like the salesman.

Prices reasonably stabilized.

Repeat sales good.

Like all policies of manufacturer.

What Druggists Like

The results show that satisfactory profit margin was head and shoulders above the other reasons listed. The 500 druggists made percentage mentions as follows (100% equals the

total number of product mentions):

Satisfactory profit margin	58.7%
Fast turnover	
Prices reasonably stabilized	30.5
Like all policies of manufacturer .	29.5
Repeat sales good	29.3
High quality	
Good consumer advertising	25.4
Attractive store and window	
displays	16.5
Deals and free goods	
Like the salesman	

20 Products "Most-Liked"

Rank 1940	Rank 1938	Mentions (Out of a Product possible 500)
1	1	Alka-Seltzer 213
2	2	Bayer Aspirin 147
3	5	Squibb products . 127
4	9	A D S 125
2 3 4 5	4	Colgate-Palmolive- Peet 116
6	17	Eastman Kodak products 87
7	14	Parke, Davis 74
8	3	Dr. West
9	18	Johnson & John-
		son products 65

Chicago Druggists Like *Most* to Sell These Products

The first column shows the number of independent druggists (out of 500 interviewed) who mentioned the company brands. Other columns show the number who mentioned each of the six reasons most frequently advanced as a reason for not liking. The listing is confined to brands mentioned four or more times, and the grouping is by companies if the brand name is the same as the company name.

PRODUCTS	No. of Mentions	Fast Turnover	Good Consumer Advertising	Satisfactory Gross Margin	Prices Reasonably Stabilized	Repeat Sales Good	Like All Policies of Manuf'c't'r
Abbott Products	35	17	9	22	18	10	17
A. D. S. Products	125	40	16	81	44	36	66
Alka-Seltzer	213	166	60	117	86	76	83
Anacin	17	9	5	5	3	4	1
Elizabeth Arden Products	5	1		5 .	1	* * *	
Armand Products	9			8			1
Bauer & Black	27	8	1	13	5	5	10
Bayer Products	147	107	27	70	37	48	38
Bell's Cleaning Fluid				4		* * *	
Bell's Products	7	3		3	1	3	2
Bisma-Rex		3	1	5	***	1	2
Boyer Products	33	5	1	24	5	2	3
Bristol-Myers Products	6	2	2		1	2	
Bromo-Seltzer	40	23	10	19	9	12	3
Calox Tooth Powder	29	13	4	26	8	7	9
Coca-Cola	29	24	16	16	10	10	4
Colgate-Palmolive-Peet					1		
Products	116	56	40	66	36	38	39
Coty Products	34	8	5	26	14	8	6

(Table continued on page 32)

Chicago Druggists Like Most to Sell These Products

(Table continued from page 31)

PRODUCTS	No. of Mentions	Fast Turnover	Good Consumer Advertising	Satisfactory Gross Margin	Prices Reasonably Stabilized	Repeat Sales Good	Like All Policies o Manuf'c't's
Davel Rubber Goods	25	2		24	9	6	6
Drene	12	4	4	8		3	1
Eastman Products	87	41	33	59	37	30	29
Ex-Lax	56	28	19	37	13	18	6
Fitch Products	19	6	11	6	6	3	4
Fletcher's Castoria	5	4	3	3	1	2	2
Gillette Products	49	30	14	27	11	13	5
Hudaut Products	8		1	5	1		1
	30	16		15	9	12	9
Ipana Toothpaste	-		16			12	25
Johnson & Johnson Products	65	17	22	45	17	-	25
Kleenex	21 41	12 26	6	12 18	10	7 22	6
Ketex	41	2.0	8	10			
Lavoris Antiseptic	12	2		10		2	
Lilly Products	54	14	6	48	26 4	18	29
Listerine Products	19	10	6	3	1		3
Dr. Lyon's Tooth Powder	4 7	5	1 2	3	1	3	1
Lysol	6	4	2	2	3	1	1
McKesson Products	24	9	4	19	8	7	9
Max Factor Products	33	10	8	28	7	11	8
Mead Products	29	6	1	20	13	11	9
Mennen Products	9	4	2	5	2	3	1
Dr. Miles Products	22	11	4	5	1	4	8
Modess	9	4	4	2	2	6	2
Mum	4	2		3		2	1
Norwich Products	42	11	12	30	23	20	15
Pablum	4	1	1			24	1 35
Parke, Davis Products	74	26 9	11	49	38	10	9
Peau Seche	16	4	6 2	15	2	6	5
Pensiar Products		2		1	1		1
Pepsi-Cola		3	1	4	2	2	1
Pepsodent Products		26	19	30	13	14	8
Pepto-Bismol		2	1	5		3	1
Petrolagar,	7	2	3	2	3	2	1
Petro-Syllium		1		3	2	2	1
Phillip's Products		8	5	20	5	4	1
Pond's Products		1	3	3	2		
Rem Cough Syrup		9	1	13	8	9	5
Sal Hepatica	59	25	18	37	5	13	9
Dr. Scholl's Foot Remedies		1	1	7	1	3	1
Sheik		5	2	4	5	5	1
Sloan's Liniment				6	2	2	1
Squibb's Products		42	25	98	55	34	63
St. Joseph's Products ST. 37		3 2	3	4 28	11	8	8
Tek Tooth Brush				6	3	2	
		7				7	1
Unguentine Upjohn Products		1	6	14	3	2	1
Vaseline	6	2	2	3	1		1
Vick's Products		25	7	13	7	10	9
Vitalis		5	3	5	2	4	2
Dr. West Products	73	39	14	44	23	23	17
Whitman's Candy		1		7	3	1	1
yardley Products	. 16	1	4	10	9	2	5
parameter			1			1	

Rank	Rank		Out of a
1940	1938	Product poss	ible 500)
10	10	Sal Hepatica	59
11	6	Ex-Lax	56
12	NR	Lilly products	54
13	NR	Gillette	49
14	6	Pepsodent	47
15	NR	Norwich	42
16	NR	Kotex	41
17	9	Bromo-Seltzer	40
18	NR	Abbott	
		Laboratories	35
19	13	Coty	. 34
20	18	Boyer	
20	12	Max Factor	

NR = Not ranked among first 20 in 1938.

On all points but one Alka-Seltzer, with its healthy lead in total mentions, came out on top. Only where high quality was mentioned as a compelling reason was Alka-Seltzer behind and there it was in third place.

On "satisfactory profit margin" the leaders were in number of mentions: Alka-Seltzer, 117; Squibb, 98; A D S, 81; Bayer, 70; Colgate-Palmolive-Peet, 66; Eastman, 59; Parke, Davis, 49;

Lilly, 48.

On "fast turnover" the leaders were: Alka-Seltzer; 166; Bayer, 107; Colgate-Palmolive-Peet, 56; Squibb, 42; Eastman, 41; A D S, 40; Dr. West, 39.

For "attractive store and window displays" Alka-Seltzer led with 59; Eastman, 30; Squibb, 23; Colgate-Palmolive-Peet, 19; Parke, Davis, 17; and Johnson & Johnson, 16.

Alka-Seltzer led in "good consumer advertising" with 60 mentions, followed by Colgate-Palmolive-Peet, 40; Eastman, 33; Bayer, 27; and Squibb,

Squibb was the leader in "high quality" with 65 mentions, followed by Bayer, 52; Alka-Seltzer, 43; Parke, Davis and A D S, each 40; and Eastman and Lilly, each 34.

In the "repeat sales good" listing Alka-Seltzer leads with 76 mentions, followed by Bayer, 48; Colgate-Palmolive-Peet, 38; A D S, 36; Squibb, 34; Eastman, 30.

"Fair Trade" Goods Popular

These independent druggists laid great stress on fair trade, and the mentions for "prices reasonably stabilized" were topped by Alka-Seltzer with 86. Then came Squibb, 55; A D S, 44; Parke, Davis, 38; Bayer and Eastman, each, 37; Colgate-Palmolive-Peet, 36.

The results show—and this is confirmed by the special reports of the Ross Federal field workers—that once an idea becomes lodged in the mind of a druggist, it is hard to pry loose. A good example of this is to be found in the reactions of those interviewed

toward the fair trade policies of various manufacturers.

When fair trade was first established in Illinois some manufacturers did not put their products immediately in the list but decided to wait and see. The 1938 survey showed a great deal of resentment toward a number of those manufacturers although even in the Spring of 1938 some of them had changed to a fair trade basis. They had not succeeded, however, in getting that information over to the druggists. Readers will find in the "least-liked" tables of the current survey complaints against a number of proponents and followers of the fair trade laws. It seems obvious that these manufacturers have not done a very good job of publicizing their views on fair trade.

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Small Profits Bring Disfavor

After the druggist had finished reporting on the brands he liked most to sell, the Ross Federal man asked him to list similarly the products he liked least to sell. Suggested reasons were given for liking to sell a product but no reasons for disliking were shown, or indicated in any way. The druggist dictated the complaints. Insufficient profit was the most frequent complaint, and 81.9% of all product mentions were in this classification. Second in importance was "not fair trade," with 23.7%. Such reasons as no sales, unstable prices, poor advertising and poor product were offered rather infrequently.

The claim of insufficient profit was offered both as a generality and in connection with the independent druggists' competition with chain stores. Approval was voiced by many for the legislation which Representative Patman is trying to put through Congress. Many druggists went so far as to say that in time all of the independents will be forced out of business unless legislation is passed limiting chain store operation. The Ross Federal man reporting from Joliet said that all independent druggists in that town were discontinuing a certain product because it had been sold to the Goldblatt department store and the independents could not compete with the Goldblatt

Another investigator working within the municipal boundaries of Chicago reports that "most of the druggists resent the large amount of stock which they have to buy in order to compete with chain stores. For example, to retail Dr. Miles products with a reasonable profit they have to purchase lots of \$100. This, they maintain, is very unfair. Things have gotten to the point where the only

Chicago Druggists Like *Least* to Sell These Products

The first column shows the number of independent druggists (out of 500 interviewed) who mentioned the company brands. Other columns show the number who mentioned each of the four reasons most frequently advanced as a reason for not liking. The listing is confined to brands mentioned four or more times, and the grouping is by companies if the brand name is the same as the company name.

PRODUCTS	No. of Mentions	Insufficient Profit	No Sales	Not Fair Trade	Unstable Prices
bsorbine Jr	31	16	7	10	**
cidine	4	3		1	
lka-Seltzer	16	13			1
nacin	91	79	2	11	
1100011					
arbasol	126	90	20	32	3
ayer Products	18	17	* *	2	
aume Bengúe	6	5		3	**
romo-Quinine	26	22	1	5	
romo-Seltzer	12	9	**		**
alox Tooth Powder	8	4	2	1	
ampana's Italian Baim	23	20	4	4	1
	9	6	1	2	
arter's Little Liver Pills	_		,	_	
Igarettes,	4	4		74	**
lapp Baby Feed	4	3	1	1	***
coca-Cola	4	4		1	
Colgate-Palmolive-Peet	37	35	1	6	1
Subcura Products	21	18	2	3	* *
Doan's Pills	5	3		1	1
Orene Shampoo	19	14	3	4	
Ex-Lax	13	12	1		
				* **	
Father John's Medicine	9	3	8		**
Fitch Products	10	8	2	**	**
Fletcher's Castoria	31	24	6	2	
Gem Razor Blades	29	26	1		
Gillette Products	5	3			
Haley's M. O	5	2	4		
Hill's Cascara	12	8	2	3	**
Hinds Products	21	19	2	3	
Ipana Tooth Paste	10	7		1	
Ironized Yeast	85	67	3	23	1
Jergen's Products	23	17	3	5	
Kleenex	37	33		2	2
Kelynes Toeth Paste	6	4	1	1	
Kotex	90	84		13	2
	50	43		8	
Lady Esther Products				2	
Lavoris Mouth Wash	7	7		_	
Lifebuoy Soap	12	11	1	1	
Listerine Antiseptic	83	78	2	5	**
Lux	23	21	1	**	**
Lydia Pinkham Compound	20	16	5	2	
Dr. Lynn's Products	141	107	3	58	3
Lysol	53	49	4	2	**
Mar-O-Oil Shampoo	56	46		10	3
Max Factor Products	10	8	2	2	
	49	40	8	4	
Mead's Products	10	7	2	1	
Mennen Products		3			
Modess	4		-		***
Mellé Shave Cream	23	13	7	6	**
Nujol	24	19	2	**	**
Ovaltine	116	107	3	25	5
Barles Bards Braducts	7	8			
Parke, Davis Products	20	14	4		1
Pebece Tooth Paste			2	2	1
Pepsodent Products	34	27	2	2	1

(Table continued on page 34)

Chicago Druggists Like *Least* to Sell These Products

(Table continued from page 33)

PRODUCTS	No. of Mentions	Insufficient Profit	No Sales	Not Fair Trade	Unstable Prices
Pertussin	8	1	7		
Peruna	9	2	7	1	
Petrolagar	100	75	18	15	
Phillip's oducts	161	119	5	48	3
Pond's Products	199	168	3	62	6
Rem	54	35	12	6	1
Sal Hepatica	12	9	3	2	
Sloan's Liniment	4	1	3		
Squibb's Products	21	21		1	1
S S S Tonic	13	7	5	1	**
Upjohn Products	6	5		3	
Vicks Products	32	25	8	2	
Vitalis Hair Tonic	7	6	1	**	
Dr. West Products	15	11	2	4	
Woodbury Products	62	57	2	11	
Zonite	20	14	5	2	

solution is for three or four druggists to get together and split a lot between them . . . One man in Oak Park said that of all the druggists he knew not one owned his own home. Then he recalled that one man did own his own home and had just completed the payments on it—and that he was 74 years old."

Druggist after druggist claimed

that in order to get a price which would permit him to compete with the chain stores he had to keep on hand a year's supply of every drug on the market. As one of the Ross Federal men puts it: "Almost without exception every independent druggist fervently hopes for the day when he can strike back at the manufacturers for creating a system whereby the little

fellow is expected to be a jobber . . . But the solution to the problem would seem to be to raise the fair trade price so that everyone can make a living. The independent druggists are willing that the leading chain stores make a larger profit—if only they can make a little."

20 Products "Least-Liked"

Rank	Rank	Mentions (Out of a
1940	1938	Product possible 500)
1	1	Pond's Products 199
2	2	Phillip's
		products 161
3	5	Dr. Lyon's 141
4	10	Barbasol 126
5	2	Ovaltine 116
6	4	Petrolager 100
7	7	Anacin 91
8	5	Kotex 90
9	NR	Ironized Yeast 85
10	16	Listerine 83
11	20	Woodbury
		products 62
12	19	Mar-O-Oil
		shampoo 56
13	NR	Rem 54
14	14	Lysol 53
15	9	Lady Esther 50
16	14	Mead's products . 49
17	NR	Kleenex 37
18	NR	Colgate-Palmolive-
		Peet 37
19	NR	Pepsodent 34
20	NR	Vick's 32

NR = Not ranked among first 20 in 1938.

In the 1938 survey 46% of the druggists included Pond's products in the "least-liked" list, with 37% for Ovaltine, 32% Phillip's products, 22% Petrolagar, 21% Dr. Lyon's and 21% Kotex. By dividing the mentions in the above table by five (500 druggists) readers can see how these same companies compare this year. Pond's, while it still tops the list, seems to have gained some in dealer good will, Ovaltine has gained a great deal, Petrolager a little. Both Dr. Lyon's and Kotex have slipped, while Phillip's is exactly the same.

Why So Much Western Merchandise Is Breaking into Eastern Markets

(Continued from page 18)

able to meet new orders promptly, especially in goods that involve sizes, colors and styling.

While we have been speaking of the resident buyer as an individual, these offices must have different buyers with experience in different lines. The apparel buyer is an expert in one field, the housewares buyer in another, and the toy and game buyer has his own merchandise and problems.

Even if one buyer had knowledge



of these different fields, the developments in any one of them are enough to keep him busy. And so the buying office has a staff of specialists in the different kinds of goods made in our area, which are women's and children's apparel, especially sportswear; men's clothing and furnishings, especially haberdashery styled in Hollywood; furniture and house furnishings, art and gift wares, pottery, tableware, cosmetics and toilet preparations, kitchen wares, sports and athletic goods, camping equipment, pet foods and accessories. Altogether, more than 100 separate lines sold by department stores have been classified, with more than 800 manufacturers making them.

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In one line, closely influenced by Hollywood, there are 225 manufacturers—cosmetics and toilet goods, affected by the make-up and cosmetic ideas developed for motion pictures,

Resident Buying Offices in Los Angeles

Associated Merchandising Corp. Irene Wilhelm, Manager 846 South Broadway

Harry and Sidney Arkin 846 South Broadway

Leon and Frank Davidson 846 South Broadway

Gerald M. Greenclay 112 West Ninth Street

Milton Oberdorfer Allied Stores 719 South Los Angeles Street

Jane Taylor 810 South Spring Street

Ann Barclay 816 West Fifth Street

Matilda Bergman 756 South Broadway

M. A. McNulta California Merchandising Service 112 West Ninth Street

> Esther Rhind C. F. Rhind and Co. 846 South Broadway

I. H. Lubarsky 1908 West 54th Street

May Brady Consolidated Millinery Co. 747 South Hill Street

Marta Karlink 1936 Glendon Avenue West Los Angeles

Dorothy Handelman Fashion & Buying Service 846 South Broadway, Room 709

> Mrs. Mercedes Nelson Getz Bros. 810 South Spring Street

Florence Olmsted 627 West California Street Pasadena and made known over the whole world through the films. Hollywood cosmetics and make-up are sold in Japan, New Zealand, Latin America, and even in Paris.

The resident buyer purchases some merchandise outright; submits samples to his stores in other cases; and with certain lines of style goods, has his art department make sketches, which are submitted to the stores. These sketches are in the style followed in newspaper advertising, and if the stores purchase, can be used for illustrations. Some buying offices furnish them in the form of newspaper mats.

Stores over the country have found that California has goods that sell on style and high quality. Our distance from the big consuming centers makes freight costs too high on low-priced lines, and so we rely on smart styling and excellent workmanship to overcome the handicap of distance.

But stores in other states that have opened California shops find that the public response is keener to even this high quality merchandise when it is surrounded with "California glamour," and so the buying office is ready to give suggestions for a special department, and special showings.

The free lance resident buyer is paid by the stores he represents, and does not charge the manufacturer anything. If he has several dozen stores, he charges them a monthly fee based on their size, and that is his whole income, from which he pays salaries, rent and other expenses.

Therefore, he has to earn his fee by finding merchandise with which his stores can make money. If he doesn't find the merchandise, he's out of a job. No wonder he travels as much as a salesman, and is as anxious to find a "buy" as the salesman is to make a sale

Our manufacturers have now learned to act in groups. For example, the resort and cruise wear concerns have agreed upon a date for presenting their season's creations so far in advance of cold climate openings that they set the styles and pace for the following Summer.

Again, our furniture manufacturers have set up an association traffic department, to get the most favorable rates on carload shipments in various mixed car combinations.

What started as a good selling idea for a few concerns, has developed into a community enterprise.

FIRST MARKET AREA OF THE SOUTH GREENSBORO, N. C.



June-104 July - 105

As in June, so in July Sales Management's sensitive High Spot City index shows business activity well above the national average. To really sell the South, you must sell Greensboro. The key to Greensboro is WBIG.

WBIG

CBS Affiliate

A RE your sales in the South keeping pace with the rising tide of business prosperity in the "magic circle"—that 50-mile radius surrounding Greensboro? Here are more people—more payrolls—more farm income than in any similar area in the South—yes, more than in Atlanta or Richmond. In this area, from 1935 to 1939, was the greatest increase in retail sales, over 35%. In 1940, High-Spot City ranking proves continuation of this business activity.

And here, WBIG, favored station and first choice for Spot in the South, has a record of merchandising cooperation and sales results which deserves investigation.

Greensboro, North Carolina

EDNEY RIDGE, Director

Geo. P. Hollingbery & Co., National Representatives



For years a chart of watch sales between Christmas and graduation time has closely resembled a Mohave Desert between two Pike's Peaks. Elgin is Doing Something About It. This dealer broadside was used in promoting the company's "America First" campaign which built sales for the first three months of 1940 to a point 350% higher than those of the same period of 1938.

What Elgin Is Doing to Level Out a "Camel's Back" Sales Curve

By giving dealers specific sales plans designed to sell watches during seasons normally dull, and backing them up with magazine advertising, Elgin has gone far toward licking the problem of the seasonal slump. Unit sales for '39 were up 46% over '38.

Based on an interview with

HOWARD D. SCHAEFFER

Vice-President in Charge of Sales, Elgin National Watch Co., Elgin, Ill.

ILLIONS of Americans all "look at their watch" in a million different ways. But they all want the "right time" within a fraction of a minute.

The thousand vagaries of men and women in buying, caring for and using their timepieces under widely varying conditions of temperature, weather, hard usage and magnetic influence are the headaches of watch manufacturing and selling. Because of these factors, and more especially because watches are largely a gift item, sales can go into peaks and valleys that would stagger the merchandiser of more stable products.

More watches are sold before Christmas than at any other time. The secondary peak in sales is in June—the month of graduations and weddings. If there is abundance everywhere and optimism prevails, the jewelers' sales peaks are startlingly high. But if the reverse is true, watches still haven't lost their importance in every-day lite. Then it takes initiative and extra skill to keep up production and sales standards.

The watch is a necessity in the world today but is still considered by some as a luxury. Yet in the last two years, Elgin has made a startling advance in its efforts to level off its sales curve—more than it has accomplished in all its previous history.

Elgin National Watch Co. is in its 76th year. It has weathered three wars

and nine major depressions. It has manufactured and sold more than 39,000,000 watches. It has paid annual dividends in 58 of the 61 years since 1879. The three dark years were 1932, 1933 and 1934.

Explains Howard D. Schaeffer, vicepresident in charge of sales:

"We manufacture in comfort about 3,000 watches a day; last year we had an average of 2,539 employes in our plant at Elgin. It is the largest plant in the world devoted to the manufacture of high grade watches.

"Out of our long experience there finally came a conviction that we must, if it were possible, do something to shave off the peaks, fill in the depressions and bring more consistent sales throughout the year. Right after the first of each year, especially February, has always been the deepest pit in our sales year. So we chose that time for our attack

"Our first drive was in the begining of 1939. After careful consideration we selected a group of watches that had sold at around \$25 and priced them to sell at just a little under \$20. We bought display advertising in a short list of selected national magazines, a carefully picked group of newspapers, and printed point-of-sale handouts, envelope stuffers and post cards. Frankly, we looked upon it as a test. We didn't WHAT JANTZEN SEES IN LIFE



KNITTING MILLS

Portland, Oregon U.S.A. . Sales offices throughout the world

Add to Life series success series

The state of the s

Mr. Roger A. Johnstone Life Magazine 155 Montgomery Street San Francisco, California

Dear Rog:

We took a lot of time to select our list this year. To say that the various publications under consideration were given the "acid test" is really stating it mildly. In the final analysis Life was selected to lead the parade of Jantzen color advertisements.

As you know it is extremely important to us to get those accounts handling Jantzen swim suits to tie in to our national campaign. If a manufacturer can secure this cooperation his national advertising becomes many times more effective. I've actually seen the cooperation you folks get from department stores. In my estimation Life does the best job of "piping in" the influence of its readers to the actual point of sale. This factor coupled with the stimulation it gives our sales organization were important factors in the selection of Life to carry the major burden of our 1940 advertising.

The merchandising value of Life assumes a new significance to us this year. George Petty, America's internationally famous artist, has selected one of our styles made of new Sea-ripple fabric as the "Petty Girl" suit for 1940. A complete promotion is to be built around this idea and Life will carry the Petty girl advertisement in the issue on sale May 24th. Naturally it is to our advantage to announce this promotion in the publication with which the stores will cooperate best.

You well know how we scrutinize publications and analyze them. It takes real performance to cause us to increase our space commitments in Life by roughly 185%.

Sincerely,

R. M. MCCREIGHT

SALES & PROMOTION WANAGER

SOME MANAGEMENT OF THE STATE OF

JANTZEN KNITTING MILLS

know what results we would get.

We sent our men out to visit the trade. We issued broadsides to wholesalers and dealers. We told them that we were spending real money to get business for them during the time of year when normally they were thrown and hog-tied. We advised them to get in and help push. We offered them free mats that they could use in their local newspapers.

Under the direction of Mr. Schaeffer and a quartet of supervisors, a staff of territorial wholesale representatives call on, supply and build sales for local retail outlets. These "wholelocal retail outlets.

sale retailers" help jewelers, watch stores, dealers and clerks promote the actual sale of watches to the customers, but make no direct sales to the public. They help the retailer interest his customers and prospects in timepieces through displays, advertising helps and mailing material. In this campaign Elgin stressed the idea of watches as every-day necessities rather than as seasonal gifts.

"The results can be very quickly told with figures," Mr. Schaeffer said. Taking the first three months of 1938 and calling them 100, our business for the same three months in 1939 stood

at approximately 300 by comparison. I'm ready to admit that 1938 was by no means a top year; and we might have made some gains anyway, but the results were well beyond our fondest expectations.

"With the beginning of 1940 we-were all set for an even bigger try. This year we were a little more ambitious. We had prepared even better in advance and were well stocked with watches that had sold normally from close to \$30 and up. We arranged them in groups, prepared the-advertising and priced them to sell for \$24.75.

Tying in with world conditions, we told the trade that it was a sales building 'America First' drive. The slogan was: 'February brings America-First watches.' We impressed the tradewith the fact that more than 5,500,000 full-page, two-color selling messages would be carried in issues of the Saturday Evening Post and Collier's, appearing early in the month. We told them that 35 of the best newspapers in the United States, with a total circulation of 8,500,000 copies, would carry big-space, newsy advertising telling about the offer.

"Other sales material made available to the dealers included:

"1. Display cards, reproductions of the America-First magazine advertising in color, attractively mounted sothat they could be placed on countersor used in building window displays.

"2. Window streamers emphasizing the America-First Elgins; brilliant-



The Elgin National Watch Co. makes extensive use of point-of-sale promotion. This display piece, for window, show-case or counter use, employs a variety of modern plastics—the window, a substitute for glass, rounded at the corners; the base, in imitation marble; the barroque scroll, a plastic in shining white. This, and similar display pieces are from the studios of W. L. Stensgaard & Asso-ciates, Inc., Chicago.



KROGER NOW IN ITS 5th consecutive YEAR ON WMC

An amazing record of consistent results has been rolled up by the Kroger Grocery & Baking Company, through the Ralph H. Jones Adv. Agency, over WMC.

Since 1935, more than 1500 nachonal spot programs have been broadcast to WMC's 399,540 radio homes, telling the merits of Kroger's Hot Dated Coffee and Kroger's Hot Dated Coffee and Kroger's Clock Bread (since 1938). The results speak for themselves in the continuation of this vast schedule for 1940.

1840 1864 1492

HOT DATES IN HISTORY

One straight year of Hot Dates in History over WMC — 156 separate quarter-hour broadcasts, Mon-

LINDA'S FIRST LOVE

EDITOR'S DAUGHTER

Two consecutive years of the Editor's Daughter over WMC — 520 separate quarter-hour broadcasts, Mondays through Fridays.

to "The House of a rackers," two separate during 1935-36.

5,000 WATTS DAY 1,000 WATTS NIGHT

MEMPHIS NBC RED NETWORK

Owned and operated by

COMMERCIAL APPEAL THE

"The South's Greatest Newspaper"

National Representative:

THE BRANHAM CO.

MEMBER OF SOUTH CENTRAL QUALITY NETWORK

WMC-MEMPHIS KARK-LITTLE ROCK KWKH-KTBS-SHREVEPORT WSMB-NEW ORLEANS



What happens to your coupon returns and contest letters after you've figured the cost per inquiry? Do you simply bale them up or file them away? If you do, you are wasting a by-product which might be turned into gold. Coupons and letters can be made vocal. They can give you a story of seasonal and geographical variation bearing upon the demand for your product. They can show the relative pulling power of ads or an ad series. They can unfold a story of sex preferences in the buying of your product. Yes, those silent bits of paper can be made to talk profitably in many ways if you'll just put

them to work. The facts are there, and here's how you can dig them out.

LET ROSS FEDERAL TABULATE FOR YOU

Ross Federal can take your coupons, letters, reports, questionnaires, figures and sales data and organize them into clear facts—indexed and cross-referenced for accuracy and usefulness in a report which carries impartial, third-party certification of the Ross Federal Research Corporation.

Your business may well profit from facts drawn from material now dormant in your hands. Why not discuss this with a Ross Federal Research man, today?

ROSS FEDERAL RESEARCH

CORPORATION 18 EAST 48th STREET . NEW YORK

AND 31 KEY CITIES FROM COAST TO COAST



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rs rld g ly reproduced in red, white and blue. This streamer was a real eye-catcher.

'3 Valentine post cards, used to inform the public that they could buy America-First Elgins at money-saving prices as Valentine's Day gifts.

"4. Special letters, suggested copy for writing to prospects, especially when it was known that there was a

birthday in the family.'

This program served a twofold purpose in overcoming sales problems peculiar to the watch industry, Mr. Schaeffer said. First it emphasized that any anniversary or special occasion in the year, not only in June and December, provides an appropriate opportunity for purchasing or giving a watch. And second, it helped overcome the traditional and mistaken idea that imported timepieces are superior to American products. The public is learning gradually that fine instruments, as well as automobiles, are perfect specimens when made by precise American production methods. The America-First campaign served to spread this feeling.

In summarizing the program's effec-

tiveness, Mr. Schaeffer said:

"Again results were surprising. For the first three months of the present year the sales, as compared to the same period in 1938, were as 450 is to 100. And so well has the America-First response held up that we are continu-

ing it into the Summer."

Getting ready for its June business -largely wedding and graduation -Elgin prepared an elaborate dealer presentation based on "Confucius Splashed with Chinese red, with yellow and gold, it features pic-tures of the ancient Oriental sage, dragons, bamboo and Chinese word characters. On the cover of dealer literature is the Confucius Say mes-

sage: "Great tree always attract large

"Elgin watch always have big promotion."

Special Holidays Capitalized

announcement to dealers stressed that large advertisements were appearing in national magazines, "timed right to build your graduation business," in Ladies' Home Journal, Saturday Evening Post, Liberty, Collier's and Life.

Folders, handsomely done in full color, plus gold, were available to dealers to back up the national promotion

and merchandising.

Mother's Day and Father's Day are examples of special dates for watch gifts which Elgin has utilized in its year-round sales campaign. Elgin developed "reminders" that dealers can use on these occasions in addition to their usual graduation reminders and wedding promotion material. For example, there are postcards. These, printed in five colors, cost the dealer nothing except the one cent postage required to mail them out.

Sample letters are available to the dealers, too. There's a letter that went to parents, starting, "May we make a

suggestion. . .

It suggested, as the finest and most appreciated gifts, the Lord Elgin and the Lady Elgin . . . at \$50 and up . 21 jewels. And then, of course, "other excellent buys" at from \$24.75 to \$37.50.

The copy suggested for the letter to a student is a sort of nudge watch-"Let your family know you want an Elgin—they'd appreciate it. For they, too, know how important graduation is. Best of luck."

That follows a deft line of reasoning that might easily sell any boy or girl on the idea that a watch is the ideal gift . . . the one thing to be desired for graduation and so the "tell the folks" suggestion.

Many-Angled Promotion

Elgin also had for use this year a film trailer, "Time and Tradition," which ran one minute and could be used in any local movie theatre. It was made in the professional manner, using Hollywood players, and the voice said:

"Elgins for graduation! A tradition in American families for generations. Visit our store and see for yourself the smart designs and the outstanding values of these distinctive Elgin models."

Besides the full-length film, dealers could obtain sets of movie slides for projection with their name in local theatres. Dealers were reminded that 85,000,000 persons attend motion picture shows each week, and that time bought on the program is good adver-

Next, the dealer was supplied with a series of radio announcements- 25, 50 and 100 words-which could be used on local stations. The promotion said, "Another angle that pays dividends . . . spot announcements on the radio." And, "Show your pride in your graduate." This for the parental

Street car and bus cards, in full color, were also supplied to dealers without cost. Elgin asks its dealers, "Ever watch the way people read car cards? Ever watch them crane their necks to read the farthest one? Your customers do!"

Mat Service for Dealers

Finally, rounding out the program, came the free newspaper mats. They were available in assorted sizes, one to three columns and in varying lengths. Too, if the dealer preferred, he could get mats of individual watches and write his own copy.

Elgin's story, to catch the eye, now and then drops in a stopper. tell some startling facts about Elgin

watches such as:

Some of the screws used in Elgin watches are so small that you can put 20,000 in a thimble; 500,000 of them to a pound! The balance wheel turns 432,000 times a day; 20,000 more turns than the drive wheel of a locomotive at 60 miles an hour! Hair springs used in Elgin watches are worth \$60,000 a pound!

T. Albert Potter, Elgin president, in his annual report to shareholders, recently issued, indicated some of the results of the campaign carried on in 1939 to "level off" the sales and to work for a more steady flow of business through the year. He wrote, in

"Sales for the year ending December 31, 1939, showed an increase of 46% in units over those of the preceding year.

Stocks of Elgin watches in the hands of both retailers and wholesalers were lower at the end of 1939 than

for a number of years past.

"I am pleased to report to you that sales for the first two months of this year . . . have exceeded our estimates so that we are now somewhat behind in our deliveries.

We shall broaden our promotional and advertising efforts still further to increase our volume should satisfactory general business conditions in this country still prevail. Our advertising, we believe, has been most effective.



7,021 Dealers *can't be wrong*!

These leading lumber and material dealers are sending Practical Builder to 70,000 of their best contractor customers. These live customers of America's best dealers represent the buying power of the building industry.

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Actual size 11%x16

PRACTICAL BUILDER

A strictly "brass tacks" tool—built to SELL GOODS TO THE CONTRACTOR-BUILDER

The Greatest Coverage

Our 70,000 readers represent the largest coverage of contractor-builders—the one factor that is present in every building job regardless of size or type—and regardless of presence or absence of any other factor.

A Basic Editorial Service

A practical, "how to do it" publication written concisely—and in contractor language—the kind of service that really registers on these men who are building, remodeling and repairing homes and other building every day.

Exclusive Contractor Readers

Only 17% of Practical Builder's large contractor audience get the only other contractor paper in the industry. This means that over 50,000 of our contractor readers can be reached only through Practical Builder.

High Visibility

Practical Builder's newspaper style of make-up not only compels readership—but offers the greatest visibility to advertising units. Every advertisement has many lanes of "editorial traffic" to assist it in getting attention —and all advertisements large and small stand out. There are no "buried" sales messages in Practical Builder.

Lorrest Cost

Not Only is Practical Builder the most direct avenue to the only consistent users of building products and equipment—but it is the lowest cost means of reaching them.

PRACTICAL BUILDER

Published monthly by Industrial Publications, Inc.

59 EAST VAN BUREN STREET - CHICAGO

Publishers also of BUILDING SUPPLY NEWS and B S N DEALER CATALOG-24th Year



Turning O'Brien's wheel removes the mystery from color harmony.

Marketing Flashes

Research Finds New Uses for Electricity on Farms—It's Boots, Boots, Boots in a He-Man's Catalog

Color Wheel

Most people, and this includes Joe Brush, the average house painter, know little about matching colors, getting harmonious blends and contrasts. Hence the "Keyed Color System" for interior painting put out by O'Brien Varnish Co., South Bend, should have a good reception.

It consists of a revolving wheel on which are three rows of colors. The first, containing 12 colors, is used in identifying the basic or dominant color in the room—a rug, draperies, furniture, etc. The next rows show what harmonious or complementary colors should be used with this for wall, ceiling and trim. A mask over the wheel enables one to study without distraction the six different harmonies or contrasts which chime with each basic color.

Using this wheel, says Jerome J. Crowley, O'Brien ad mgr., the painter will be equipped to make practical suggestions. It provides a group of stock paint tints to which accepted color principles can be applied and then shows how to apply them—a formula for solving each particular decorating problem and the necessary materials for demonstrating the result to be obtained.

Shed No Tear

"Sav-A-Tear" onion blinkers, sponge rubber goggles with celluloid eveglasses, are the leaders in a line of sponge ribber novelties distributed by W. A. Currie, Los Angeles. They make preparation of mouth-watering onions a no-longer eye-watering task.

Other items include a sponge rubber mop with a 12-inch handle, for getting down to the bottom of highball glasses; a sponge rubber pocket that holds a cake of soap, for dishwashing; and various other special-purpose mops. A trade-mark figure "Scrubby" identifies all of the products

Tipstik

Any new lipstick, no matter how different it is, has a tough battle for shelf space because there are hordes of competitors. Tipstik Cosmetics, Los Angeles, introduces its new product in smart shops of the L. A. area and in a few large eastern stores such as Altman's, N. Y. It's after the "bellwether trade."

Tipstik has a cone-shaped tip of suede leather on a toothpick-like stick which is held against a capsule of rouge by a spring when it is closed. Unscrewed, the applicator paints the lips with the precision of a brush, but doesn't smear. The idea was developed from Hollywood movie makeup requirements. No stiffening waxes are necessary, as for regular lipsticks. The rouge is creamy and smooth, and the inner spring keeps it in contact with the tip. A capsule lasts about three months, is refillable. The case is of

plastic, has a tiny mirror on the side. Six counter display easels were designed to introduce each of Tipstik's five colors, with the sixth enumerating the whole batch. These used the actual

five colors, with the sixth enumerating the whole batch. These used the actual hues ("Rocket Red, Riot, Rumba," etc.) with frivolous drawings against a white background. A Tipstik was fastened to each easel. Donna D. Torrey agency, L. A., prepared them.

In a short time the newcomer has won for itself living room in a cramjam field, is spreading distribution nationally.

Farmers' Lab

Market expansion through new uses and new users is a necessity for most companies nowadays, Puget Sound Power & Light Co., operating in western and central Washington, has long been a pioneer in this field. In 1936 the corporation established its "Farm Electrification Development Laboratory," which still has the distinction of being the only utility-owned and operated laboratory of its kind in the U. S.

For some years before establishment of the laboratory, John C. Scott, agricultural engineer employed by the utility, talked with farmers to determine their needs. He found that they were not only willing but anxious to use power equipment in the performance of their various farm jobs, but that the few pieces of electrical farm apparatus which had been made available were too frequently inefficient or expensive.

One of the first problems tackled by the laboratory was that of hot-beds. The propagation of plants by this method had been carried on for centuries, and no major improvements over the old time-worn methods had been made. After a great deal of research the laboratory perfected the electric hot-bed which, owing to the automatic temperature control of the soil, resulted in sturdier plants and increased production to such an extent that today the method is not only used throughout this country, but in many foreign lands.

Following this initial success, the laboratory turned its attention to the poultry industry. There were then some electric brooders available to farmers, but for the most part they were inefficient, and no provision was made for adequate ventilation. This study resulted in the development of an entirely new type of electric brooder providing forced ventilation which has made electric brooding a successful means of raising baby chicks.

New uses for electric motors on the farm were developed by the laboratory.

An outstanding one is the use of motors in the cutting of green feed for chickens and livestock. Formerly this operation was performed by hand and the electrification of the process has cut the cost to the farmer 81%.

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The laboratory also worked on the problem of electrically warming drinking water used by poultry. It was discovered that by keeping the drinking water at a temperature in the neighborhood of 50 degrees F., hens would lay from 10 to 20 eggs additionally a year, and that the size would be increased. With eggs at 25 cents a dozen to the farmer, a poultryman having 1,000 chickens increases his net profit from \$250 to \$300 a year by utilizing this development.

Other recent developments by company engineers have been the electric method of soil sterilization; the air conditioning of poultry batteries, which has been a major factor in the reduction of respiratory diseases in chickens, owing to properly controlled, tempered ventilation of the battery houses; an electric bulb drying process, which has virtually saved the West Coast tulip bulb industry from extinction as the result of bulb diseases; the electric hoe and cultivator.

The laboratory is now working on a process for efficiently curing hay, which, if successful, will save the 50% of the food value of hay in Western Washington which is now lost from the time the hay is cut until it is consumed.

Another current project is the eradication of the coddling moth pest for the orchardists of Central Washington. The utility has its own orchard in the Wenatchee Valley where an installation of moth light traps is under way. These moth traps, which were developed by Prof. F. K. Kirsten of the University of Washington, consist of two lights of the high intensity neon type, a red light which attracts the moths and an ultra-violet light whose invisible rays spell death to these destructive insects.

From a sales viewpoint, a clearing house of ideas, such as this laboratory for Puget Sound Power & Light, is an effective tool for plowing up new markets or for tilling existing ones into a higher level of productivity.

Sentimental Catalog

If it is no longer the fashion to die with your boots on, plenty of people continue to live with them on. Since 1879 H. J. Justin & Sons, Ft. Worth, has been making cowboy boots for a large number of the fussiest "boot cranks" in the West.

And they can be mighty particular about the looks and fit of those boots. Costing up to \$35 a pair, ornamented with inlays of colored leathers, handtooled, Justin boots, claim the three "Justin Boys," sons of the founder, are the "Standard of the West."

Their latest catalog is a shrewd mixture of sentiment and selling. According to H. N. Fisch, sales manager, it is "chuck full of Western romance, and was designed as a souvenir booklet." The cover, in colors, reproduces a painting by Charles M. Russell, famous cowboy artist. Inside are reproductions of nine more Russell paintings, photographs of him in his Montana studio, and a tribute to him by Will Rogers that is a gem of he-

man sentiment. Reproduced also is a Russell letter-drawing "expressing the pleasure and satisfaction he and his wife found in wearing Justin boots. The Justin Boys are proud of this letter . . . coming from a plain-spoken man like Charlie."

Of course, pages of boots are shown for men, boys and "dudines" with such descriptive phrases as "there's nothing fancy about this boot, but it's sure a tough one for wear" and "mellow-toned glow, saddle tan leather tooled in a flowery pattern." The whole durn catalog evokes visions of crawfishin' broncs, bronzed, drawling cowhands, the creak of leather.

By so doing it's a ripsnortin' good salesman for Justin boots.

Merchandising Co-operation Given National Advertisers by The STAR-TELEGRAM

This newspaper offers the following services to make campaigns "click:"

- Make special dealer surveys on any product or products in any classification before the campaign to determine the nature and extent of the campaign to obtain the best results. Furnish route lists to all salesmen who are obtaining distribution of merchandise advertised in The Star-Telegram.
- When mailing out letters or broadsides to the trade a small charge is made to the advertiser for the cost of printing and postage. The stationery and mailing lists are furnished free and also the work in addressing, folding, stamping, sealing, etc.
- Make personal calls with factory representatives on leading prospects to obtain jobbers or distributors. Make personal calls on jobbers and leading dealers to announce a new campaign and urge their fullest co-operation and offer suggestions to make the campaign successful.
- Arrange for window displays among a representative number of dealers. This display material is to be shipped direct to each dealer, and a check-up will be made at a later date to insure the use of the material if necessary.
- Advertising dealers will be contacted each week of the national campaign to solicit tie-ups in local copy, if desired, and tear sheets showing such tie-ups furnished advertiser or agency.
- A thorough check-up of sales, distribution and comments will be made at the end of or during the campaign to determine the progress of the campaign.
- The Star-Telegram does not perform any merchandising functions which it believes belong to the manufacturer's or jobber's salesmen.

To Cover Fort Worth, North and West Texas, Use The

FORT WORTH STAR. TELEGRAM

MORNING * EVENING

SUNDAY

AMON G. CARTER, Publisher

Bush Jones, Nat'l Adv. Mgr.

Now Over 175,000 Daily - Over 130,000 Sunday

LARGEST CIRCULATION IN TEXAS



Theodore F. MacManus Re-enters Agency Field

Theodore F. MacManus returns to the advertising agency field with the formation of Theodore F. MacManus, Inc., Detroit. Frank J. Mullen, former national salesman with the Saturday Evening Post, will be associated with him.

The new activity will be carried on concurrently with a project recently announced Mr. MacManus to group diocesan newspapers into an affiliated chain of Sunday papers with features similar to

secular dailies.

For 25 years Mr. MacManus prepared and placed copy for some of the most important accounts in the automotive industry. His new agency will handle "a major automotive account, the identity to be disclosed as plans for the 1941 model vear mature."

Ward Wheelock Issues "Pocket Size Talks"

Ward Wheelock, Philadelphia, N. Y., Hollywood agency, is sending to advertisers a series of "Pocket Size Talks," which consider various aspects of selling. A current "Talk" by Lt.-Col, Ralph K.

A current "Talk" by Lt.-Col. Ralph K. Strassman, vice-president of the agency, is entitled "Advertisers' Chief Selling Drag." It points out that "single-store independents accounted for 65% of total retail sales in 1935" and is still the "dominating factor . . . While advertising brings people

products, only merchandising brings products to people. The focal point of an advertiser's selling campaign is the re-tail store. The retailer, collectively, can make or break an advertising campaign and determine the success or failure of a sales organization.

The "Talk" then describes a plan which "takes modern retailing to the retailer" . As used by one firm it brought an average increase in orders of 100% in three years.

There is no doubt that independent merchants welcome such cooperation, which tactfully offered. Many of them are floundering helplessly. They do the best they can, but that has been proved not good the state wast majority of cases. They realize that any improvement in method must come from someone better equipped than they to gather and organize selling facs and put them to work."

Personnel Changes

Fairfax M. Cone, manager of Lord & Thomas, San Francisco, has been named a vice-president. He has been with the agency 11 years . . . George Gage, former ad and sales promotion manager of Sun-Maid Raisin Growers Association, will head L & T's San Francisco media and market research departments on August 1. McCulloch Campbell, present head of those departments, will become business manager and account executive.

Frederic R. Gamble, for 11 years executive secretary of the AAAA's, has been

made managing director of the association. He was recently elected a vice-president of Trade Association Executives in New

Market Research Council at its annual meeting elected Arno H. Johnson, director of research of J. Walter Thompson Co., of research of J. Walter Inompson Co., as president, succeeding Arthur Hirose, director of research of McCall Corp. Dr. Frank M. Surface, director of sales research of Standard Oil Co. of N. J., was elected vice-president, succeeding Mr. Johnson; Will S. Johnson, of Vick Chemical Co., was elected secretary tressurer; and Flimonia. was elected secretary-treasurer; and Elmo Roper, of Elmo Roper, Inc., was elected executive committeeman at large, succeeding Dr. L. D. H. Weld, director of re-search, McCann-Erickson Co. The new of-ficers, with Mr. Hirose, retiring president, will constitute the new executive committee.

Bowman & Columbia, N. Y. agency, has been discontinued. C. Luckey Bowman has joined the N. Y. office of Ivey & Ellington, and Curtis F. Columbia is now

with Alley & Richards, N. Y.
Leslie S. Gillette, executive vice-president of Hazard Advertising Agency, N. Y., has been elected president of the N. Y. Sales Managers Club.

Clement W. MacKay, research director,

has been named a vice-president of Ken-yon & Eckhardt, N. Y.

Harry H. Prittie, formerly with A. Mc-Kim, Ltd., in Montreal and Toronto, has opened an office in the latter city through which he will offer services as advertising counsel in Canada for ad agencies in the U.S.

Amy Helen Brown, formerly with Raymond R. Morgan agency, joins BBDO, Hollywood office.

William R. Stearns, former president of Stearns-Serwer, Inc., joins Norman D. Waters & Associates, N. Y., in charge of the creative department,

Michael Gore, former vice-president of Hudson Advertising Co., joins Green-Brodie, N. Y., as account executive.

Account Appointments

To: Cramer-Krasselt, Milwaukee, Amity Leather Products Co., West Bend, Wis. . . . Horton-Noyes, Providence, Foxboro Co., Foxboro, Mass., maker of indicating,





FEDERAL Advertising Agency, Inc.





Federal Advertising Agency, N. Y., has begun what may be the first systematic copy test of agency ads. Currently going out to 600 and sales executives is a folder (reproduced in part) illustrating four basic agency themes. Each ad is numbered and recipients are requested to check a return post card indicating on which ad they would base a campaign. Sample ad

"A" is based on personnel; "B" on agency policy of building for permanence through merchandising and creative staffs and "three point contact"; "C" is on high prospect readership of Federal-prepared ads; "D" on the fact that advertisers stay at Federal more than twice as long as with the average agency. Those responding to the copy check will be told results.

recording and controlling instruments . . . Arthur Kudner, N. Y., National Coal Association, Washington, D. C. . . . Raymond Levy Organization, N. Y., Stone-Tarlowe Co., Brocton, maker of men's shoes. Trade promotion will be followed by the firm's first national advertising.

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To: Ralph H. Jones, N. Y. and Cincinnati, C. F. Streit Mfg. Co., Cincinnati, maker of "Streit Slumber Chairs"; Dow Drug Co., Cincinnati, retail drug chain; Station WLW, Cincinnati; J. G. Wilson Co., N. Y., maker of rolling steel doors. .. BBDO, Minneapolis, Archer-Daniels-Midland Co., same city, to handle advertising of its specialties division on wheat germ oil ... Hugo Wagenseil & Associates, Dayton, Ohio, sound equipment division of Fairchild Aviation Corp., Jamaica, N. Y.

N. Y.

To: Badger and Browning, Boston, Dept. of Agriculture of the Masachusetts Industrial and Development Committee, to advertise Massachusetts-grown fruits, vegetables and dairy products . . John Falkner Arndt, Philadelphia, Beacon Chemical Corp., same city, to handle "do-do," a new product, a liquid bleach "33," and "Aunt Phoebe's bluing and ammonia" . . . Abbott Kimball, N. Y., Vanity Fair Silk Mills, Reading, Pa., makers of underwear and hosiery.

To: Alherton & Currier, N. Y. and Toronto, Scott's Emulsion, product of Scott & Bowne, Bloomfield, N. J., to place copy in the U. S. and Canada . . . William G. Seidenbaum, N. Y., Apple Beverage Corp., same city, to promote Spree, a new beverage . . . McCann-Erickson, N. Y., Reynolds Metals Co., Richmond, Va., metals and tin foil . . . C. L. Miller, Chicago, Cooter Brokerage Co., same city. Radio and newspapers are being used in the Midwest for Moon Rose complexion soap.

Lithographers Association Elects New Officers

At the 35th Annual Convention of the Lithographers National Association at Del Monte, Cal., the following officers were elected for 1940-41:

Chairman of the board: Maurice Saunders; president: E. H. Wadewitz, president, Western Printing & Lithograph Co., Racine, Wis.; vice-president: Milton P. Thwaite, president, Dennison & Sons, Long Island City, N. Y.; secretary: W. Floyd Maxwell; treasurer: George C. Kindred, president, Kindred, MacLean & Co., Long Island City, N. Y.; general counsel: Percival D. Oviatt.

Messrs. Wadewitz, Thwaite, and Kindred are also on the board of directors.

Photo-Electric Cell Operates New Philco Phonograph

Philco Corp., Philadelphia, announces application of the photo-electric cell to sound reproduction in a phonograph, "the first basic improvement in record reproduction since Edison invented the talking machine in 1877." With it a record may be played 1,000 times before wearing out

(though the patience of the neighbors will snap long before that).

Explains David Grimes, Philco chief engineer, "Formerly a needle, usually of steel or some other hard metal, was held tightly in the tone arm. This needle, being forced through the grooves of a revolving record, would reproduce in its own vibrations the variations recorded in the groove and transmit them, directly or indirectly, to the loud speaker.

"In the Philco invention the needle has been replaced by a sapphire jewel which floats through the grooves, transmitting the tone vibrations to a tiny mirror swinging freely on an axis. A beam of light produced by a small bulb and directed at this vibrating mirror, picks up the vibrations and reflects them on a photo-electric cell. The cell, activated by the vibrating light beam, converts these vibrations electrically into music . . . Friction is eliminated . . . The sapphire jewel has a life of eight to ten years.

"In qualities of sound reproduction the new Philco phonograph is superior to anything previously attained. Sound range has been greatly extended."

A Sales Managomori High-SpotCip

Proof that Business is good ...IN YOUNGSTOWN

Youngstown steel mills are approaching capacity operations. During the first five months of 1940, the paid advertising of the Vindicator was *5,131,937 lines or over 14% higher than in the same period of 1939.

Your advertisement in the Vindicator will sell **OHIO'S 3RD LARGEST METROPOLITAN MARKET.

Youngstown Vindicator

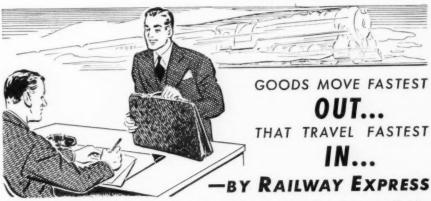
KELLY SMITH COMPANY
National Advertising Representatives

ATLANTA DETROIT PHILADELPHIA CHICAGO

NEW YORK BOSTON KANSAS CITY

* Media Records

** Printer's Ink Market Explorations



Sound economics, with an echo in your sales. So ship your goods the fast way—by top-speed RAILWAY EXPRESS—and tell your trade you're doing it. They know RAILWAY EXPRESS and what it means to them: Orders rushed by fastest trains via the quickest routes, and de-

livered direct to their doors, in all cities and principal towns, ready for display and sale ahead of competitors. That's modern merchandising; and it keeps inventories down. RAILWAY EXPRESS rates are low and economical. The service is nation-wide—23,000 offices.

RAILWAY EXPRESS

NATION-WIDE RAIL-AIR SERVICE

For Super-speed Use AIR EXPRESS—3 miles a minute. Special pick-up-Special delivery

DESIGNING TO SELL

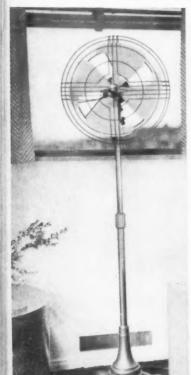


1











1. "Window" Box: Joseph Burnett Co., Boston, has adopted an amber glass bottle, embossed with "Burnett's" on either side to prevent slipping when in use, and a carton with simulated window for its extracts and food colorings. Copy on the back of the carton suggests ways of varying food flavors and colors with other products in the Burnett line. The bottle cap, designed to hold exactly one-half teaspoonful of liquid, can be used in place of a measuring spoon.

2. Match Mate: Lentheric, New York, is bottling Tweed Bouquet, eau de cologne, in a companion bottle to Tweed perfume. Modern in design the bottle is decorated with U-shaped panels. Neck of the decanter carries a gold-tone foil label with the legend and is tied with a narrow brown satin ribbon. Wooden stopper adds the final "tweed touch."

3. Twin Lens: The first American twin lens reflex camera has been announced by International Research Corp., manufacturers of Argus cameras. Equipped with two fast f:4.5 Anastigmat lenses and full size ground glass focusing, the Argoflex model, as the new camera is called, is housed in a plastic case molded of Durez by Chicago Molded Products Corp.

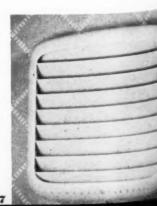
4. Shipping Case: Federal Sweets and Biscuit Co., Clifton, N. J., has adopted a new design for the shipping case for its products. In keeping with the Dutch Maid brand name, the design on the case is in modified delft blue and tulip red. Designed by Robert Gair Co., New York, and manufactured by Bogata Paper and Board Corp.

5. "Super-quiet": In its new line of electric fans General Electric Co., Bridgeport, has included seven "super-quiet" models employing the recently developed Vortalex blades. "The Vortalex blade . . . is so scientifically shaped and pitched that every blade surface works with maximum efficiency," reports the company. Pictured here is the large oscillating model with bronze-finish pedestal stand.

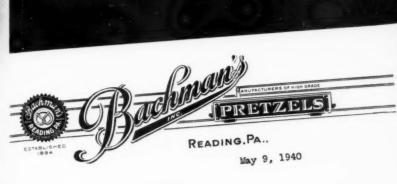
6. Prize Winner: Grand Trophy prize in the National Toy Packaging Competition was awarded to Auburn Rubber Corp., Auburn, Ind., for the container, designed by Martin Ullman, for its rubber toys. Packages were

judged on the basis of effective merchandising of products.

7. Plastic Grille: Blades and motor assembly of the new G-E kitchen ventilating fan are completely concealed by a removable grille molded of white plastic to harmonize with most wall finishes. Permanently installed, the new unit removes cooking odors, fumes and smoke and is operated by a convenient pendant chain which controls the single-speed switch.







Monsanto Chemical Company Plastics Division Springfield, Massachusetts

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It is with pleasure that we tell you the sale of certain products displayed in Vuepak containers has of certain products displayed in vuepak containers has been very definite and satisfying, helping us to open up new sales outlets as well as increase the business of our regular distributors.

The sale of particular items has increased at least on an average of 60%, and we have one account in New York City that has increased its business, as a direct result of these Vuepak containers, by over 800%.

Naturally, with such sales increases, our distributors have been enthusiastic in their acceptance of this display material, even though we have had to sell it to them on a cost basis. Usually, display equipment is to them on a cost basis. Osually, display equipment is furnished free of charge to the average store, but, in our case, we have made an outright charge for these Vuepak containers.

Our experience with Vuepak has shown us conclusively that products sell the best when they are seen the most.

Yours very truly. BACHMAN BAKERIES, INC.

Arthur T. McGonigle President



Bachman Pretzel Containers, designed by George V. Clark Company, Long Island City, New York, won a Major Award in the 1940 All America Package Competition.

The experience of Bachman Bakeries, Reading, Pennsylvania, with Vuepak is only one of a long list of sales successes with this rigid, transparent packaging material. Complete information, samples of Vuepak and names of package fabricators will be sent on request. MONSANTO CHEMICAL COMPANY, Plastics Division, Springfield, Massachusetts. District Offices: New York, Chicago, Detroit, St. Louis, Birmingham, San Francisco, Los Angeles, Montreal.

MONSANTO PLASTICS

SERVING INDUSTRY ... WHICH SERVES MANKIND



JULY 1, 1940



DESIGNING TO SELL



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Ωb



Motores

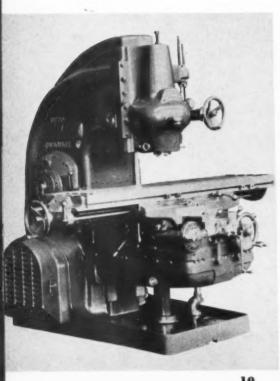
9b

9a

- 8. Redesign: The DeVilbiss air compressor for light duty spray painting jobs (8a) "was considered modern and efficient until redesigned for better appearance and performance" (8b), reports DeVilbiss Co., Toledo. Mobility and compactness have been achieved in the redesigned model by regrouping internal units and housing them in a durable case. Motor is left partly exposed, cutting down the weight and size of the compressor without sacrificing the sealed feature.
- 9. Before and After: "Design has proved itself in sales despite the fact that the set spends most of its natural life concealed behind an auto instrument panel," reports Barnes & Reinecke, Chicago industrial designers, who created the new Motorola auto radio pictured here (9b). The old model (9a) is shown above the new. Galvin Mfg. Co., Chicago, produces the set.

10. Designed for Industry: "Seven tons of streamlined beauty," according to Designers for Industry, Inc., Chicago, which designed this vertical milling machine for Kearney & Trecker Co., Milwaukee, characterizes the product's appearance. Design Director Glenn W. Tammen collaborated with the company's engineering department to incorporate "efficiency, sturdiness and durability" in the new machine.

11. Washer Box: A tin shelf package with patent lifting lever has been adopted by Kirkhill Rubber Co., Los Angeles, for its Grizzly durable washers made of oil pump rubber compound (See SM, February 15, 1940). The tin container keeps washers from hardening while in stock, has display value for counter or shelf and opens easily. With about six tins, some containing assorted sizes, the dealer gets a full assortment of sizes by ordering only 600 washers.



12. Circulating Heater: One of 12 models of the 1940 line of Nesco kerosene circulating heaters, is the crackle-finish heater pictured here. Wide front doors permit easy lighting and regulation of burners. Redesigned front and side louvres allow for greater passage of hot air into room and add much to beauty of heater. No connecting flues are necessary, simplifying the transport of heater from room to room. Manufactured by National Enameling & Stamping Co., Milwaukee.







Sales and advertising executives should look for this symbol in SALES MANAGE-MENT advertisements as indication of a highly favorable current income ratio in the area indicated — a practical expression of the SM "High-Spot-Cities-of-the-Month" ratings given on page 10, this issue. See also announcement, page 54.

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Not for City Slickers

The Farmer, of St. Paul, which goes into 265,000 farm homes, chiefly in Minnesota and the Dakotas, believes that it has found the way to the heart of the farm woman. Women readers have been bombarding the editors with inquiries for months and the wave of interest seems to be rising. All this started because of certain doubts and Rowe, women's editor.

One of a number of things that touched

her off was a recipe for a "one-egg cake." That recipe, appearing in a nationa national woman's magazine, she was quick to see, was strictly for city dwellers. "What farm woman," she asked herself, "is interested in conserving eggs? They've got eggs to buen."

burn.

She sat down and began to analyze the great mass of "for women" material appearing in the public prints. She came to the belief that most of it was published for the city women. She talked with farm asked thousands of questions, studied and investigated, and came to the decision that, insofar as farm women are concerned, the average women's columns are pretty cockeyed.

Farm Folks Eat Hearty

Miss Rowe decided that, being an editor on a farm paper, she had a highly specialized job to do. That job was to write copy and do things that would point directly to the interests of the farm women. In the course of her work she began to analyze, with growing doubts, the so-called and much-advertised "model kitchens." "They're not geared to the farms," she

So she went about the task of planning a country kitchen that would fill the bill. She predicated her interest in the

kitchen first on:

"The kitchen is the heart of the country home. It's the most lived in room in the house. The table in the kitchen is the

farmer's office."

Out of that grew what is now called The Farmer's Country Kitchen. It isn't a model kitchen at all. Call it that and Miss Rowe will quickly voice her resentment. It is a spacious, livable kitchen with everything arranged to make work easy. Her motto is, "Everything where you use it, and nothing behind anything else."

Miss Rowe did not seek to be thoroughly original. She studied farm kitchens by the hundreds. She found one idea in Ore-gon; another in Kansas. She began bring-ing them together. Her farm kitchen has in it a 100-pound flour bin. That's because farm women use lots of flour. From the business office of male executives she swiped the filing cabinet idea. Shallow tins, pans and such she files in pigeon holes. She up-ended a flat drawer and put screw hooks in it to hang frying pans, skillets,

Finding that women often put bottles and packages three and four deep on wide shelves, she cut the shelves in her cabinet

out into a U-shape. That enabled her to store as many or more items than she had before and they were all one-deep. She devised numerous innovations and had her cabinets and other items for the kitchen rebuilt. Then, one by one, she wrote "stories" about them, giving reasons why, and began running them serially in The Farmer.

It didn't take long before she was being called upon to speak before farm women's groups, at county and state fairs and various other meetings. A kitchen which in-cluded dozens of her ideas was built at the general offices of *The Farmer* in St. Paul. Thousands of women came to see it. Finally necessity mothered one more idea.



Miss Rowe gets peeved if this is called a "model kitchen."

She couldn't take the kitchen with her so she had a "doll's house" kitchen built. It is small enough so that she can pack it up and carry it in her car. Early this Spring with W. E. Boburg, national advertising manager, she packed it up and took it East. It was exhibited in New York, Cleveland and Chicago.

Domestic science specialists, food experts, executives of manufacturing companies, advertising agency men and women, and scores of others viewed it. Many of them showed

deep interest. She told them:

"Farm women are not interested in slimming diets." They and their men work They are interested in energy-giving and strength-building foods. Farm wo-men have told me that advertised 'por-tions' are not portions at all in their homes, but half-portions. I've talked with farm wives who bake ten or a dozen loaves of bread three times a week. I know farm women who will turn their noses up at a one-egg cake, but who will use a dozen eggs in a recipe without a moment's hesita-

The average so-called model kitchen leaves the average farm wife cold. She can hardly work in it. More, the average manufacturer of equipment for the farm home under-estimates the buying capacity of the farmer. When we started to equip our kitchen, one of the most famous manuacturers in the country suggested that we show a kitchen sink which sold at retail

for \$52.

"We told him it wasn't good enough or big enough. He insisted that it was the best the farmer would buy. We demanded and got what we wanted. The first four women who came to our kitchen for help in selecting sinks surprised him. One paid \$110 for her sink and two paid \$80. That

rocked him back on his heels."
"Farmers, when they buy farm equiprearmers, when they buy farm equipment, buy the best. It is almost an invariable rule," said Mr. Boburg. "When they buy equipment for the home they do the same thing. They know what good working equipment means. In the first three months of 1940 we had more inquiries about our country kitchen than we had in all 1939. These people are prospects. They inquire because they are in-terested in improving the working conditions of their homes.

Mrs. Rowe had with her an exhibit which was a shocker to a number of food manufacturers. She showed them how the average farm wife, when she places packages on her shelves, puts them edgewise—nar-row side out. Almost without exception there was no identification mark on the side of the package that showed.

"You spend millions of dollars," she ld them, "to advertise your goods. You use magazines, newspapers and radio. If your package, standing on the shelt, con-stantly flashed your name-brand, gave an idea of the contents, wouldn't it help to build up consumption? Has it ever occurred to you that the real point-of-sale is the cabinet shelf? What are you going to do about it?"

Radio News

ASCAP—the American Society of Com-posers, Authors and Publishers—last fortnight mailed its new radio license, effective next January 1, to every broadcasting sta-tion and to "every important advertising agency" in the United States. John G. Paine, general manager of ASCAP, pointed out that the new license, covering the next five years, will give some 350 stations a 50% reduction, and 200 a 331/3% reduction in royalty costs in reproducing music of its members.

Meanwhile, Broadcast Music, Inc., initiated by the National Association of Broadcasters, is trying to enlist the support of national advertisers to break ASCAP's "monopoly."

Elimination of alleged abuses in net-ork-station contracts, regarded as "unfair" work-station contracts, regarded as to independent stations, was one of a number of recommendations in a 1,300-page report released by a special committee of the Federal Communications Commission. The networks were accused of "arbitrary The networks were accused of and unfair" practices toward affiliated sta-. .

In full-page space in New York City and Newark newspapers, through the Biow Co., WNEW urges listeners to "Escape with WNEW." This station presents press association news, the copy says, but is concerned primarily with "good entertainment . . . You will not hear news endlessly repeated . . . speculated upon . . . dramatized . . . dinned over and over into your ears."

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of P's Don Searle, general manager of KFAB, KOIL and KFOR, the Central States Broadcasting System, Omaha, writes 702 radio stations and 156 advertisers and agencies that "the biggest enemy of broadcasting is Daylight Saving Time"—for these reasons: "1. Network stations in cities without D. S. T. have their schedules completely junked twice-a-year; 2. Advertisers (both network and spot) lose continuity of audience; 3. Listeners . . . lose many shows and change listening habits on others." Mr. Searle asks recipients to tell him if they are "favorable to a fight . . . on this enemy."

FM Broadcasters, Inc., a group formed to aid the development of frequency modulation radio, has opened an office at 52 Vanderbilt Avenue, New York, with Dick Dorrance, promotion director, in charge . W. C. Roux has been named sales promotion manager of WEAF and WJZ, New York. Walter Myers is placed in charge of commercial network political broadcasts of NBC. A. E. Nelson, manager of KPO and KGO, San Francisco, also will be assistant to Don Gilman, vice-president of NBC in charge of the Pacific division . Herbert Hucks, Jr., has joined WBIG, Greensboro, N. C., in merchandising research work . . WLOL, new 1,000-watt station in Minneapolis-St. Paul, has joined Mutual Broadcasting System as its 131st affiliate . . WQXR, New York, will increase rates July 15, and is expected to start operation of a new 5,000-watt transmitter August 1.

The Women's National Radio Committee lists the Ford Sunday Evening Hour and Sherwin-Williams' Metropolitan Opera Auditions as the best "sponsored serious music," and the Firestone and Cities Service programs as the "best light music."

WCKY, Cincinnati, stimulating "patriotic movements" in that area, has begun to mail 50,000 American flag lapel buttons on request from listeners.

CBS will start "United We Stand," an educational series intended to "develop an understanding among Americans of the

privileges and duties implied in belonging to a nation made up of many heritages," over its network August 4... Dr. Leon Levy, president of WCAU, Philadelphia, writes in the Philadelphia Bulletin on the vocational possibilities of radio.

Magazine News

This Week reports a gain of 60%, to \$3,071,906.82, in advertising dollar volume in the first six months of 1940 . . . Cosmopolitan was ahead 30% in display linage in its July issue . . . In reporting a circulation of 6,826,513, The American Weekly estimates its total "reader-traffic" at nearly 14,400,000.

The Ladies' Home Journal in a trade paper ad lists scores of grocery advertisers who have advertised consistently in this publication for more than 20 years, including 30 who have used the Journal for more than 40 years.

more than 40 years.

* * *

Ralf Coykendall, formerly advertising manager of the Sportsman, Stage and Country Life, has been appointed advertising director of Cue magazine, New York. O.

D. Keep, publisher, has acted as advertising manager of *Cue* for four years. William D. Swaney becomes sales manager and Mortimer Glankoff, who founded *Cue*, is now assistant to the publisher . . . *Cue* reports a gain of 46% in advertising pages in the first half of the year.

George W. Weatherby, Los Angeles, has been appointed West Coast manager of Elks... Miss Marjorie May will have charge of fashion sections to appear in Screenland and Silver Screen, starting with September issues... Parents' will feature an "Annual Report on the Nation's Children," in its January, 1941, issue... Country Press, New York, is introducing Spot, a ten-cent picture magazine.

Fawcett Publications, Inc., publisher of 16 monthly magazines and 14 other periodicals, has leased the 22nd floor in New York's Paramount building, in addition to its other space there . . . True Story points out, promotionally, that of the 622 magazines published in this country, ten have more than 2,000,000 circulation, of which only three reached this circulation "at a



Advance Industrial Orders Provide Big Payrolls that have increased sales in busy

HOLYOKE

Massachusetts



FIRST

City in New England!

Expected to profit most by income change during JULY. Based on Sales Management conclusions. MAKE HOLYOKE YOUR NUMBER ONE CITY FOR NEWSPAPER ADVERTISING.

TRANSCRIPT-TELEGRAM, 18856 Evenings Only

No distribution problem should delay action. We urge you to invite our merchandising cooperation in locating active, dependable outlets for any product. Telephone, wire or write Holyoke Transcript, Holyoke, Mass. — or Julius Mathews Special Agency—New York, Boston, Chicago, Detroit.

Holyoke Workers Read Their Local Newspaper Thoroughly!

premium price of more than ten cents retail," and "only one . . sells more than 1,200,000 copies at retail over the newsstands" . . . Liberty has expanded its Gabriel Heatter news broadcasts to 13 stations.

Paternal advertisers and space buyers who might have missed the proverbial tie for Father's Day this year were duly supplied—a few days ahead of time—by Senator Arthur Capper's Household Magazine.

The heavens, as "rolled back" nearly 450 years by Hayden Planetarium in New York, to show the position of the stars and planets on the night before Columbus discovered America, are reproduced by Fortune in the first of a series of ads through N. W. Ayer & Son, titled "Light in the West" to illustrate Fortune's discoveries in the world of business in its first decade. The series will run in Fortune,

Printers' Ink, SALES MANAGEMENT, Tide and Time.

Parents' will hold its first advertising sales convention in New York July 5-9... Children's fashions from more than 80 manufacturers will be presented at Parents' Fall Fashion Show at the Hotel New Yorker July 9.

Business Paper News

Asociated Business Papers, Inc., reports that 5,000 copies were asked for in the first month for "Tell All—A Practical Guide to Successful Business Paper Advertising." Another booklet being offered by ABP in coupons, in a campaign in member papers, is "Intensive Advertising," by John B. Kennedy. . . P. M. Fahrendorf, chairman, promotion committee, has sent to members lists of the first 3,000 who have requested "Tell All."

Colin M. Selph has been named advertising manager of the three automotive papers published by George M. Slocum, Detroit — Automotive News, Automotive Service and Automotive News Almanac... John C. Cook has been appointed business manager of Cotton, succeeding Richard P. Smith, who has been made promotion manager of all publications of W. R. C. Smith Publishing Co., Atlanta—Cotton, Electrical South, Southern Hardware, Southern Automotive Journal and Southern Power & Industry... Charles A. Smullen is now Chicago manager of Food Field Reporter and Drug Trade News... Douglas C. Lance, from McGraw-Hill, has joined the New York sales staff of Gulf Publishing Co. as assistant to Dick Swinsky, vice-president.

Modern Plastics, New York, has launched its fifth annual Modern Plastics Competition . . . Syndicate Store Supplier, New York, edited for manufacturers of "5 & 10" merchandise, has been expanded to include the complete retail edition of Syndicate Store Merchandiser. The Supplier's name has been changed to "5 & 10"—Manufacturer's Editon of the Syndicate Store Merchandiser . . . Men's Wear, New York, has changed its format to provide, among other things, better "cooperation of advertising with editorial."

Warren T. Mayers has been named eastern advertising manager of *Practical Builder*, with office in New York.

A trade paper's greatest asset, Variety says in a promotion letter, should be "freedom from the necessity of defending stupidity or catering to vanity."

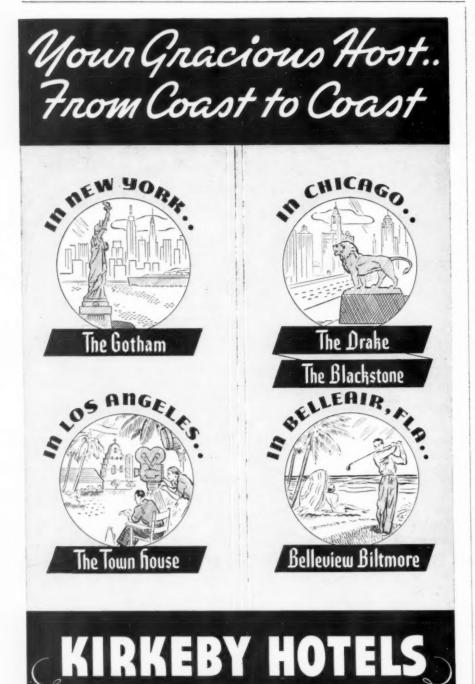
Newspaper News

PM, New York's new evening and Sunday newspaper, made its bow June 18, on the crest of a reported \$300,000 circulation promotion campaign in newspapers, magazines, radio and direct mail. Just prior to its formal birth, PM was able to announce that "173,006 people subscribed—sight unseen." Circulation of the first issue was said to have been more than 370,000 . . . During its "launching week," Publications Research, Inc., publisher of PM, began a period of news broadcasts featuring Stanley High—its second series on WABC—PM reiterates that it "sells no advertising."

Norman Chandler, vice-president and general manager, Los Angeles Times, has been re-elected president of the Pacific Coast Division, Bureau of Advertising, American Newspaper Publishers Association. So were all other officers and directors.

Several hundred newspaper members of the Audit Bureau of Circulation have requested mats for a series of six ads prepared by the bureau intended to "sell local newspaper advertisers on the importance of verified circulation." Although national advertisers and advertising agencies "have long considered ABC reports as their standard of circulation values," it was said, "many local advertisers know very little about the bureau and ABC reports."

The Hastings, Neb., Daily Tribune was chosen by National Editorial Association, in convention in New York City last fortnight, as the "outstanding small daily newspaper." This paper won first award for typography and newspaper production;



second place for best special edition on newsprint, and third among editorial pages. The *Tribune*, founded in 1905 by Adam Breede, has a circulation of 10,000 in a city of 15,000. F. A. Seaton is editor; Harold Hamil, managing editor. . . The Marshall, Minn., *Daily Messenger* was rated first among dailies with less than 3,500 circulation; Hillsboro, Ore., *Argus* first among weeklies with more than 1,000. first among weeklies with more than 1,000, and the New Sharon, Iowa, Star, among weeklies with less than 1,000 circulation.

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Hartford Newsdaily, an offset tabloid published by Bice Clemow and launched last February, has suspended until September . . . Tampa Daily Times has started an "advertising news" feature. Advertised offerings within the paper are listed in this column on the front page, the size of listing varying with size of ad . . . New York Journal-American, in a full-page newspaper ad headed "Prologue to Now," quotes from its editorials back to 1914 urging universal military training in this country.

The Bureau of Advertising issues a pro-Navigation Co. on stimulating sea travel to Hawaii last Winter by overcoming "war-inspired fears."

Conrad Renner has been named sales romotion manager and Arthur William Collins retail sales manager of the New York Sun, working with Einar O. Petersen, local advertising manager.

Newspapers Meet Blitzkrieg

A rise of 28.6% in automotive linage, and gains in all other major groups except financial, brought an increase of 6.7% in total advertising linage of newspapers of total advertising linage of newspapers of 52 leading cities in May from May, 1939, Media Records reports. General or national linage in May gained 4.8; retail 5.9. In these cities in the first five months of 1940, automotive was up 25.1%; general up 3.3; retail up 2.4; classified up 2.6.

More Power for Short-Wave

Both NBC and CBS recently applied to the Federal Communications Commission for permission to increase, with more power, their coverage of Europe and Latin-American countries from short-wave stations here.

CBS would construct two new 50,000-watt stations. One permit would increase power and provide for removal of CBS's present short-wave station, WCBX, from Wayne Township, N. J., to Long Island. Aided by directional antennas, CBS says, signals, from these stations would have

Aided by directional antennas, CBS says, signals from these stations would have a "strength equivalent to 500,000 watts."

NBC would double the power, to 50,000 watts, of WRCA and WNBI, transmitters both of which are at Bound Brook, N. J. Reconstructed antenna of WRCA would "focus radiated energy into a directed radio beam," thus "penetrating to the most distant parts of South America with approximately the same clarity as a with approximately the same clarity as a 650,000-watt transmitter broadcasting over a non-directional antenna."

Newsboys with a Future

In St. Paul, the nation's 31st city, newsboys have a double incentive. For as long as they want to act as carrier boys they can make good money with the St. Paul Dispatch-Pioneer Press; and when they are ready to take up more permanent work, the newspaper offers an effective service in finding a job.

This Spring the Dispatch-Pioneer Press inaugurated an employment bureau with the cooperation of the business men of St. Paul, the heads of the largest manufacturing con-cerns, the railroads, the department stores, the banks. Sixty firms, representing St. Paul's largest payrolls, are cooperating in helping the carrier boys. Working in cooperation with the newspaper and the employer group is an advisory board of 24 parents of carriers, selected three each from the eight city districts,

The newspaper carries a standing ad in its Want Ad section which reads, in part, as follows:

"If you have a job open, call the Dispatch-Pioneer Press Carrier Placement Bureau at CEdar 5011 and arrange to interview a carrier boy. The Bureau has been established to put discriminating employers in touch with capable young men.

"You will have the pleasure of interviewing a young man whose

training has pointed him toward success as a business man . . . a young man who knows from experience that self-reliance, courtesy, punctu-ality, thrift and tact are valuable qualities."

Late in May the newspaper held a dinner for employers, parents and graduating car-riers at which graduating carrier boys were introduced and the business executives discussed possibilities and problems connected with their firms. Eleven of the boys se-cured immediate employment.

The Dispatch-Pioneer Press city carrier organization operates on the "little merchant plan" with the 600 carrier boys being independent business men making their own collections and realizing their profits from the difference between the wholesale and retail rate.



* Follow the example of many successful advertisers-use Bing! Football Schedules to build up fall and early winter sales! These vest-pocket books list 231 collegiate schedules for 1940, new rules, officials' signs, etc. Every fan will want one and consult it repeatedly. These schedules are the cheapest advertising you can buy-you get four months of repeat impressions at a minimum of cost! Write today for sample book and prices on the quantity you can use-whether it be a few thousand or a million.

THE BINGHAM COMPANY 1315-29 CHERRY STREET PHILADELPHIA

ARE YOU SATISFIED WITH YOUR SALES IN NORTHERN INDIANA, SOUTHERN MICHIGAN AND WESTERN OHIO? . . .

Is there a job you want done here that requires local knowledge plus sales experience? We can help you in this field we know intimately—and at low expense because we're on the ground. Do you want

A FACT FINDING JOB? NEW, ACTIVE DEALERS? A BETTER DISTRIBUTOR? A DIRECT MAIL, RADIO OR NEWSPAPER CAMPAIGN WITH LOCAL KNOWLEDGE AND DIRECTION? OPPORTUNITY INFORMATION? TELL US YOUR PROBLEM - WE'LL HELP!

Inquiries from established firms with products of merit will be promptly cared for. This local work need not interfere with your present agency. Write

BONSIB ADVERTISING AGENCY 701 Old First Bank Bldg., FORT WAYNE . INDIANA 25 YEARS EXPERIENCE — FINANCIALLY RESPONSIBLE

GIBBONS KNOWS CANADA

WINNIPEG J. J. GIBBONS LIMITED . ADVERTISING AGENTS VANCOUVER

Advance Sales Dope

on 203 Major Cities-

Each Month for a Year, \$1.00

On page 10 of this issue is the third monthly listing of High-Spot Cities - the 83 which in the next thirty days should show sales improvement over last year well in excess of the national average.

At no time is business uniformly good or uniformly bad throughout the country. Some cities will be well above average, others below. In these critical times the variations - and will continue to be - extreme.

Using the same methods which have made the Survey of Buying Power such a reliable guide, the editors of SALES MANAGEMENT have developed monthly trends for 203 cities which they project to show the coming level of business in a city.

You can use these business index figures in revising sales quotas, forestalling salesmen's alibis, furnishing your men with talking points about conditions in better-than-average cities, mapping intensified sales and advertising campaigns in the high-spots.

You will get the best cities each month in the magazine (usually 70 to 85) but for only one dollar a year you can have the index figures for 203 major cities through a pre-publication mailing service. For example, present subscribers to this special service received the July estimates on June 15th.

Date.....

Sales Management 420 Lexington Avenue New York City

Send me the monthly pre-publication mailing service of High-Spot Cities for one year, containing sales index for the coming month, and per family income figures, for 203 major cities. The cost is one dollar.

Check or currency enclosed...... Bill me.

Individual	
Title	
Company	
 Address	



Booklets reviewed below are tree unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office please use a separate letterhead for each booklet requested, to facilitate handling. The address is Sales Management, Reader's Service Bureau, 420 Lexington Avenue, New York, N. Y.

Short Cut to Millions Spent by "Money Belt" Farmers

Here's a book about a farmer. Nary a word about his daughter-but plenty about his tractor, his truck, his automobile, and the buildings on his farm. This farmer is one of 731,221 residing in what the book calls "America's Money Belt"—namely, the states or portions of states served by the Cowles radio stations, in the Dakotas, Montana, Minnsota, Nebraska, Iowa and Illi-nois. And for quick reading by sales and advertising men who would like to make sure their firms are getting full shares of the \$156,562,794 spent annually to run the 414,479 tractors, 127,497 trucks, 726,683 autos, and to light the lamps and cook the food on gas ranges in some \$6,733,790,000 worth of farms-the expenditures are pictorially itemized and totalled to the nearest

dollar.

Obviously the farmer buys other items besides gas, oil and lubricants, so for mar-keters generally this analysis of the market covered by these radio stations should be worth looking into. Primary coverage areas of the stations—WNAX in Yankton, S. D., with WMT, in Cedar Rapids and Waterloo, Iowa; and KRNT or KSO in Des Moines, Iowa—are mapped, with sup-plementary data on population, buying power, and retail distribution. For copies of "Gas, Oil & Grease," write Craig Law-rence, Iowa Broadcasting System, 715 Locust St., Des Moines, Iowa, or any office of The Katz Agency.

Now It's Los Angeles Versus the U. S. A.—in Fractions

A new fillip has been given to dry statistics by the Los Angeles Chamber of Com-merce, in a "fractional" booklet.

To stress the importance of that boosting town, its standing in the nation was figured out in fractions of the whole country, and a couple of dozen striking facts developed, each given a page, with references to the statistical source.

For example, the country's population estimated at 131,900,000, and Los Angeles county's at 2,815,000; makes the latter 1-149th of the whole.



Los Angeles county pays 1-37th of all Federal, state and local taxes; casts 1-39th of the votes in a Presidential election; grows 33/4 times as fast in population as the rest of the country's average; has 1-34th of the national income, 1-36th of the retail sales, 162ed of the wealth 1.50th of the index. 1-62nd of the wealth, 1-50th of the industrial production, 1-21st of the ocean commerce, 1-9th of the export trade, 1-48th of the imports, 1-123rd of the agricultural production, and so on, up to 7/8ths of the movie production.

This clever way of presenting figures created a demand for the booklet that quickly exhausted three editions. Advertisers interested should get requests in quickly, addressing the Chamber of Commerce, Los Angeles, Calif.

An Aid for Better Shipping

While the actual sealing of shipping containers goes on some steps away from the sales manager's office, there is a recent book-let on the subject which might well be secured, perused, and passed on to the ship-ping department. Published by the Robert Gair Co., Inc., it is a substantial handbook on the "Sealing of Corrugated and Solid Fibre Containers," bringing up to date the first edition of this booklet as published in 1938. Pictures right and wrong methods of sealing containers by adhesives, tape, staples and stitches, and metal straps and wire. The booklet is of 36 pages, well illustrated and bound, and should prove valuable to any organization using containers as described. Requests to W. F. Howell, Robert Gair Co., Inc., 155 East 44th St., New York, N. Y.

Circulation in New Orleans

For advertisers interested in the New Orleans market, an analysis of total and orleans market, an analysis of total and non-duplicated circulation has been published by the *Times-Picayune* and New Orleans *States*. The analysis is certified to by Ernst & Ernst. The results are charted in relation to standard factors-phones, gas meters, passenger autos, etc.-and mapped to show city and county coverage of families in the metropolitan and trading area markets. Requests for "Facts About Complete Coverage of New Orleans" to J. F. Tims, Jr., The Times-Picayune, New Orleans, La.

Electric Range Market

Current report of Woman's Home Companion reader editors concerns electrical cooking. Firms interested in any type of kitchen equipment will find the report well worth study, as it shows income classes of electric range users, reasons for purchase and satisfaction or criticism of ranges, cooking utensils preferred, and features of construction most desired in any purchase of new ranges. Particularly interesting was the fact that all income classes of \$1,000 a year and over were neck and neck in the ownership of the ranges. Only in the case of incomes of less than \$1,000 was there a big drop in electric range use. Ask for Report No. 33, "Cooking Electrically," directing inquiries to R. A. Robinson, Research Dept., Crowell-Collier Publishing Co., 250 Park Avenue, New York, N. Y.

Put TIPS on Your Mail List

Media promotion managers are again requested to make sure that market studies for review in this column reach us promptly. Address: Editor, Tips Column, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

PERSONAL SERVICE AND SUPPLIES

Cash Basis Only. Remittance Must Accompany Order. Classified Rates: 50c a line of seven words, minimum \$3.00. No display.

EXECUTIVES WANTED

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SALARIED POSITIONS. \$2,500 to \$25,000. This thoroughly organized advertising service of 30 years' recognized standing and reputation, carries on preliminary negotiations for positions of the caliber indicated above, through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance the moderate cost of his own campaign. Retaining fee protected by refund provision as stipulated in our agreement. Identity is covered and, if employed, present position protected. If your salary has been \$2,500 or more, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bidg., Buffalo, N. Y.

EXECUTIVES \$2,400—\$25,000—This reliable service, established 1927, conducts confidential negotiations for high grade men who either seek a change, or the opportunity of considering one, under conditions assuring, if employed, full protection to present position. Send name and address only for details. JIRA THAYER JENNINGS, DEPT. A, 9 CENTER STREET. NEW HAVEN, CONN.

EXECUTIVE POSITIONS — The Executive Bureau's personalized advertising service offers a dignified, practical and confidential procedure to salaried executives of outstanding ability to complete the important first-stage negotiations for the higher salaried positions. The low cost of each campaign is financed and controlled by the client in a fair contact agreement. Identity held in scrupulous confidence. Inquiries invited from those whose qualifications can meet exacting requirements. THE EXECUTIVE BUREAU, 700 Plymouth Building, Minneapolis, Minnesota, or 821 Commerce Building, Rochester, N. Y.

PHOTO POST CARDS

PHOTO POST CARDS

Newest, most economical method of displaying any product. Samples and prices on request. Graphic Arts, Hamilton, Ohio.

MAILING LISTS

SPECIAL MAILING LISTS. CHEMISTS, AC-countants, Credit Managers, Sales Managers, Traffic Managers, Export Managers, Purchasing Agents, Officials of Corporations, High Salaried Executives. Write RESULTS ADVERTISING CO., MAILING LIST COMPILERS, 709 Pine Street, St. Louis, Mo.

LINES WANTED

IS IT WORTH \$1.00 MONTHLY TO HAVE your name kept before all the important manufacturers of the lines you desire? Service is open to salesmen with excellent references only. Many lines available now. Free service to manufacturers. Box 731, SALES MANAGEMENT, 420 Lexington Avenue, N. Y. C.

N. Y. C.

The FOLLOWING SALESMEN AND/OR sales organizations have filed with SALES MANAGEMENT bids for new or additional products to be sold in the territory designated. Manufacturers interested in establishing contact with any of these sales representatives should mention the key-number at the beginning of the advertisement. This department is conducted solely as a service and SALES MANAGEMENT cannot guarantee the integrity of any of the individuals or firms represented in this list. To the best of our knowledge they are reliable. Address: READERS SERVICE DEPT., 420 Lexington Ave., New York City, N. Y.
Ag-93: Territory Philippines, hdgrs., Manila. Wants auto accessories, electrical supplies, hardware, paper, stationery, chemicals, dyes, cutlery, silverware, brass & leather goods, textiles, drugs.
Ag-95: Territory: Pacific N.W., hdqrs., Multnomah, Ore. Wants mill supply, plumbing & industrial supplies selling to either jobbing or industrial trades.
Ag-96: Territory: Chicago, Minneapolis, Milwaukee, Paper, Palluth & Park Molesse Kansse City & Palluth & Park Molesse Kansse City & Palluth & Palluth Des Molesse Kansse City & Palluth & Palluth Des Molesse Kansse City & Palluth & Palluth Des Molesse Kansse City & Palluth & Palluth Pa

Ag-96: Territory: Chicago, Minneapolis, Milwaukee, Duluth, Sr. Paul, Des Moines, Kansas City, St. Louis, hdqrs., Chicago. Wants hardware, drug, sift, dental supplies, school & stationery supplies selling to dept. stores & jobbers.

Ag-97: Territory: Ill., hdqrs., Chicago. Wants ex-dusive representation of meritorious product in Chicago and entire state of Ill.

LINES WANTED-Continued

Ag-98: Territory: Northeastern O., hdqrs., Akron. Wants beauty shop specialties; raw materials or ma-chinery supplies used in manufacture of rubber products.

Ag-99: Territory: Metropolitan N. Y., hdqrs., New York City. Wants builders hardware, tools selling to jobbers and dealers.

to jobbers and dealers.

Ag-100: Territory: Madison, Milwaukee, southern Wis., Chicago, & Ill., northern Ind., river towns in Ia., hdqrs., Chicago, Wants products selling to automotive, electrical jobbers; mill suppliers; hardware, airconditioning, refrigeration wholesalers.

Ag-101: Territory: Cal., hdqrs., San Francisco. Wants equipment selling to electric, gas, water, oil utilities, & municipal, state, & national buying associates. utilities, agencies.

agencies.

Ag-102: Territory: L. A. & territory, hdqrs., L. A., Cal. Wants products selling to doctors, dentists, hospitals, etc.

Ag-103: Territory: Ky., Tenn., hdqrs., Knoxville. Wants any meritorious service or product.

Ag-104: Territory: Pacific N. W., hdqrs., Spokane. Wants lines selling to hardware, electrical, furniture trades; dept. stores.

Ag-105: Territory; Ind., Ky., southwestern W. Va., southwestern O., hdqrs., Cincinnati. Wants lines selling to electrical, hardware, automotive & mill supply jobbers.

Ag-106: Territory: N. Y. metropolitan area & sur-rounding territory; hdqrs., N. Y. City. Wants radio, sporting goods, electrical appliances, photographic supplies selling to retailers, wholesalers & manu-facturers.

facturers.

Ag-107: Territory: Canada, hdqrs., Toronto, Ont. Wants drugs, sundries, office equipment.

Ag-108: Territory: N. Y., Ohio, W. Va., western Pa., Ky. Wants line selling to jobbers and dealers. Commission basis satisfactory.

Ag-109: Territory: La., Tex., hdqrs., Dallas. Wants electrical item or lighting fixtures selling to electrical, hardware and appliance jobbers.

Ag-110: Territory: Tex., La., Ark., Okla. Wants two lines for dry goods and dept. store distribution. Ag-111: Territory: National, hdqrs., N. Y. City. Wants meritorious mdse. or a service offering profitable opportunity selling through mail.

Ag-112: Territory: Eastern states, south east, or national. Wants sidelines or sustaining lines or items for drug, dept., chain, or novelty store trade.

POSITIONS WANTED

THOROUGHLY EXPERIENCED ADVERTISing man, 28 years old, now in charge of Advertising
for internationally known firm. Producer of outstanding direct mail—publication advertising—house
organs—sales promotion—etc. Formerly Agency
Copy Writer and Production Manager. Eager for
greater opportunity with Agency or Manufacturer.
Let me show you samples of my work. Address
BOX 718. SALES MANAGEMENT, 420 Lexington Ave.,
N. Y. C.

SALES, DIVISIONAL. OR BRANCH MANAGER Capable producer with successful background as branch, district or divisional manager. Thorough knowledge of sales, organization, management, development of personnel, advertising, and merchandising in wholesale, retail, commercial, and jobbing fields, with volume running from \$300,000 to \$2,500,000 yearly. Age 42, married, one child, excellent health. Am fully competent to build or carry out sound sales, advertising and merchandising plans which appeal to consumer. dealers, and salesmen, and thereby sell merchandise at a profit. Box 732, SALES MANAGEMENT, 420 Lexington Avenue, N. Y. C.

SALES EXECUTIVE, now employed seeks broader opportunities. Experience includes five years as sales counselor supervising sales engineers in establishing sales controls, salesmen selection, incentives, quota, consumer and territorial surveys. Five years directing large national advertising. Account executive for one of foremost agencies. Five years field selling and canvassing. Age—40; Protestant; Married. Address Box 727, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

POSITIONS WANTED-Continued

SALES EXECUTIVE. Has produced important results for past employers. . . his 15 years successful experience now make him even more profitable to you. A man with outstanding organizing ability . . . in seven years he developed one radio store into a seven-store chain, increased profits 400%. Has outstanding sales ability . . . for another employer signed 6 major accounts that had held out for 15 years; his sales set a new record for the firm. A real idea man; his nation-wide contest campaign set a new pace in his industry. Held 3 positions in 15 years. 35, married, locate anywhere. Interview easily arranged, or more facts by mail. Address Box 728, Sales Management, 420 Lexington Ave., New York City.

REPRESENTATION WANTED

THE FOLLOWING MANUFACTURERS HAVE filed with SALES MANAGEMENT bids for sales representation in the territory or territories described, for lines designated. Sales agents interested in establishing contact with any of these manufacturers should mention the key-number at the beginning of the advertisements. This department is conducted solely as a service and SALES MANAGEMENT cannot guarantee the integrity of any of the individuals or firms represented in this list. To the best of our knowledge they are reliable. Address: READERS SERVICE DEPT., 420 Lexington Ave., New York City, N. Y.
Mf-42: Product: Water and metal treatment for boilers for industrials and buildings; hot surface paint for stacks, etc. Territory open: Mo., Wisc., Minn., and West.
Mf-43: Product: Office specialty, selling direct to commercial houses federal, state, county, city depts. Territory open: All except Chicago, New York City, Boston, Philadelphia.
Mf-45: Product: Modern streamlined computing scale for use in viccour stores and metal treatment gothers.

Mf-45: Product: Modern streamlined computing scale for use in grocery stores and meat markets. Territory open: East of Mississippi.

Mf-45: Product: Modern streamlined computing scale for use in grocery stores and meat markets. Territory open: East of Mississippi.

Mf-46: Printing and advertising novelties, calendars, fans and printed gum tape. Territory open: National.

Mf-47: Product: Advertised drugs, toiletries, commetics and sundries selling to drug, dept. stores, chains and syndicates. Territory open: Wis., Ill., Ind., O., Minn., Ia., Mo.

Mf-48: Product: Roof ventilators, sold to roofing, sheet metal and heating contractors. Territory open: East of Mississippi.

Mf-49: Product: Battery compound for prevention of corrosion, sold through auto accessory, service station dealers. Territory open: National.

Mf-50: Product: Paint line selling to dealers, industrial maintenance, contractors. Territory open: Northern N. Y., Western Pa., Md., W. Va., New England.

Mf-51: Product: Portable, stationary money-meters leased to transportation companies, pools, beaches, amusement parks, toll bridges, etc. Territory open: National and foreign.

Mf-52: Product: Stationary coin meters leased to restaurants, lunch counters, concessionaires, etc. Territory open: National and foreign

Mf-53: Product: Sideline for salesmen calling on retail drug and chain store trade. Territory open: National.

Mf-54: Product: Industrial heavy lubricant, established and repeating business. Territory open: S. E., and Canada.

Mf-55: Product. Paints, varnishes & specialties for jobbers, dealers, institutions & maintenance trade. Territory open: S. E., and Canada.

Mf-56: Product: New low-priced dress & women's sportswear display form selling direct to variety, dept., & women's apparel stores. Territory open: National.

Mf-57: Product: New product for representative with

Mf-57: Product: New product for representative with bakery & restaurant following. Territory open: Na-

bakery & restaurant following. Territory open: National.

Mf-58: Product: Drafting specialties & equipment selling to art supply houses, engineering depts., architects & schools. Territory open: National.

Mf-59: Product: Specialty product for home selling direct to consumer. Territory open: National.

Mf-60: Product: Automotive liquid cleaner that polishes & maintains silver surface; sold to fleet owners, service stations & garages. Territory open: National.

Mf-61: Product: Drug sundry now sold by most chains to sell in drug, dept. stores & chains. Territory: Cal., Ore., Wash.

Mf-62: Product: New principle stuffing box packing for industrials, power plants, equipment manufacturers. Territory open: Eastern seaboard and Ohio.

JULY 1, 1940

C O M M



EEPING UP TO DATE: K. B. Elliott, vice-president of the Studebaker Corporation, recently made a point which deserves plenty of heeding on the part of many sales executives. The very nature of the times makes informative reading less easy to arrange on a regular basis.

Yet the fast tempo of the times demands that sales executives keep abreast of what is new that affects their business. Otherwise, they will soon find themselves employing nought but a defensive technique—which will prove just as ineffective as that pursued by the European countries so quickly conquered. We quote Mr. Elliott:

I think there is no more tragic thing in business life . . . than the individual who gradually ceases to keep up, not only with intellectual and cultural interests generally, but also with his own profession. I have seen, unfortunately, too many men who are trying camel-like, to live off their hump—the hump of their accumulated knowledge and experience up to the point at which they cease to continue their inquiring study in the field in which they work.

HE FEDERATION MOBILIZES: At the recent Milwaukee Convention of the National Federation of Sales Executives, plans were laid for a program which bids fair to do much for the future of what is sometimes called the American system, other times the capitalistic system and just as often the profit or enterprise system. Too few business men are deeply conscious of the fundamental issue between totalitarian government and our own enterprise system.

To our way of thinking this is not at all safe and while the understanding of business men is far from complete and realistic, the lack of understanding of the American people at large presents a greater danger. The real conflict between our system, calling it by whatever name you will, and the totalitarian system, whether you mean Germany, Italy, Russia or Japan, is a clash of economic systems.

The totalitarian system centralizes control not only over the reading, thinking, listening and living habits of a people, as well as over the defense or war activities of a people. It also controls in an absolute sense what people can make and what they can have out of the aggregate of their handiwork, whether represented by domestic production or imports exchanged for domestic production. In short, it is a production-for-use technique which completely eliminates the whole conception of modern merchandising.

The totalitarian system as such has no place in its scheme

of things for either sales executives or salesmen—for advertising agents or advertising men—for anybody that has to do with the sales side of business.

Now, in our American economy, approximately one-half of all our gainful workers are engaged in distribution and service, the balance being engaged in production. Even so, we have had a substantial percentage of unemployment, yet with no dearth in production. If the United States were to turn most or all of its sales workers into production workers, an economic debacle would follow. Furthermore, the standard of living would drop precipitately.

Such being the case, it is inspiring to find that the National Federation of Sales Executives is undertaking to conduct an educational campaign which will graphically enable business in particular and the public in general to comprehend in a more realistic manner the nature and virtues of the enterprise system.

Poorly informed people, plus some badly motivated people, have accomplished much toward destroying faith and understanding in the American system. Many of our shallow-thinking politicians have aided and abetted this destruction of faith in our system. Counter-attempts to build up such faith, up to this time at least, have largely been delivered by business men to business audiences. The educational process has not been carried far enough down the line to salesmen, to merchants, to clerks, to women, to labor, to youth. While the sales side of American business can hardly do the whole job all by itself, it is certainly in a position to go a long way, because the aggregate of consumer contacts enjoyed by the sales side of American business is colossal even when figured on a daily basis.

We take this opportunity to wish the Federation Godspeed in carrying on this great program of education. We are proud to have enrolled as a Charter Member on the new corporate membership basis which is being used to finance this educational program. We urge that every company in the United States which values the enterprise system and the part which salesmanship plays in the success of that system likewise enroll. We should all lend our help in carrying on this wholly non-partisan, completely patriotic program. It has as its broad social objective the preservation of the American system through amplified, widespread faith therein—and in addition the very selfish objective of saving jobs for the sales executives and salesmen of America, through preserving the American system.



OF COURSE, he could *bire* it done. But that wouldn't be fun! And that's just the point: Mr. Suburbanite *loves* to do these plus *bimself*. He gets a big kick out of puttring round home and garden; painting this and fixing that. It isn't work; it's fun! Funny bird? Yes, but a happy bird! And a healthy bird! There are millions like him the nation over. Together they make a bird of a market. And do they build their nests" only in the suburbs? Not at all!

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You find them everywhere: in big towns, in small towns and in-between. But, no matter where they live, they are suburban-theart. Their mode of life is suburban. Their thinking is suburban. Their living and buying habits are suburban.

Small wonder, then, that Better Homes & Gardens rates first in their magazine-thinking! Because Better Homes & Gardens, more than any other magazine in America, mirrors their suburban mode of living. It tells them how, what, when, where. Its information... from paints to parsnips, from roses to roofing... is not only authentic but usable!

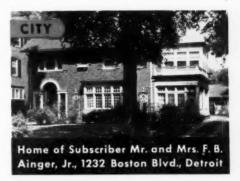
Hence it is by no accident that Better Homes & Gardens has achieved its present all-time high in circulation: more than 2,000,000. Nor is it by accident that more and more of America's top-tier advertisers are using it to reach America's Biggest Suburban Home Market!

Meredith Publishing Co., Des Moines.

they lead ...

SUBURBAN

. . . . PEOPLE WHO LIVE LIKE THIS ARE SUBURBAN WHEREVER YOU FIND THEM





Home of Subscriber Mr. and Mrs. M. H. Finlayson, 235 Washington, Hinsdale, Ill.



the BOOK they read...



BETTER HOMES
& GARDENS

MORE THAN 2,000,000 FAMILIES AMERICA'S BIGGEST HOME MARKET









THE MOTOR LAST?"

Which of the responses at the right would you advise a salesman to use in answering the above question asked at an advanced stage of the interview by a prospect who has not yet indicated a decision to buy?

- a. "It's guaranteed for a year."
- b. "It will last indefinitely."
- c. "You don't have to worry about that."
- d. "As long as any part of the machine."
- e. "How many in your family?"

In advertising, as in personal salesmanship, you sell more when you take best advantage of the selling opportunities which your prospects open up to you.

Every day of the week, Chicago's best customers for advertised merchandise give you an opportunity to address them in circumstances ideal for selling.

These are the metropolitan Chicagoans who, every day of the week, buy more than 780,000* copies of the Chicago Tribune in order to get the news of the day, entertainment and buying ideas.

When your advertising runs in the Tribune, it reaches Chicago's largest constant audi-

ence. Moreover, it reaches an audience which is accustomed to base a larger share of its buying on what is advertised in the Tribune than on what is advertised in any other medium in this market.

This is a fact demonstrated by the advertising practice of Chicago retailers. They place in the Tribune a larger share of their advertising budgets than they place in any two other Chicago newspapers combined.

You can build greater sales and faster turnover in the Chicago market by seeing to it that your advertising program is built around the Tribune. Rates per 100,000 circulation are among the lowest in America.

*May average net paid total circulation:Daily, Over 1,000,000 — Sunday, Over 1,140,000 Chicago Tribune

HE WORLD'S GREATEST NEWSPAPER

CHICAGO-A Sales Management High-Spot City



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